

# 2022 KILLING MARKETING 6 MONTH WORKSHOP

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6 Monthly Sessions To Develop  
Your Content Marketing Strategy





# 1

## SESSION ONE LET'S SET SOME EXPECTATIONS

“Marketing is telling the world you’re a rock star. Content Marketing is showing the world you are one.”





# DO WE REALLY WANT TO KILL MARKETING?

No.

But the key is to develop a modern approach to building audiences that can serve our business needs.

Why?

You'll all have different reasons, and different priorities. But this is modern marketing as a business strategy





# I AM GOING ON THIS JOURNEY WITH YOU.

Yes. For Real.

I want to expand my business. I am a Small Consulting firm and I'm looking to expand my service offering into the world Of Web 3.0 - including Crypto, NFTs, De-Fi

So - I'm planning on an expansion and building a content-brand in that space.

I'll be reporting MY activities and progress as you go through yours.





**But that doesn't mean that  
you have to stay at the  
same step as me.**

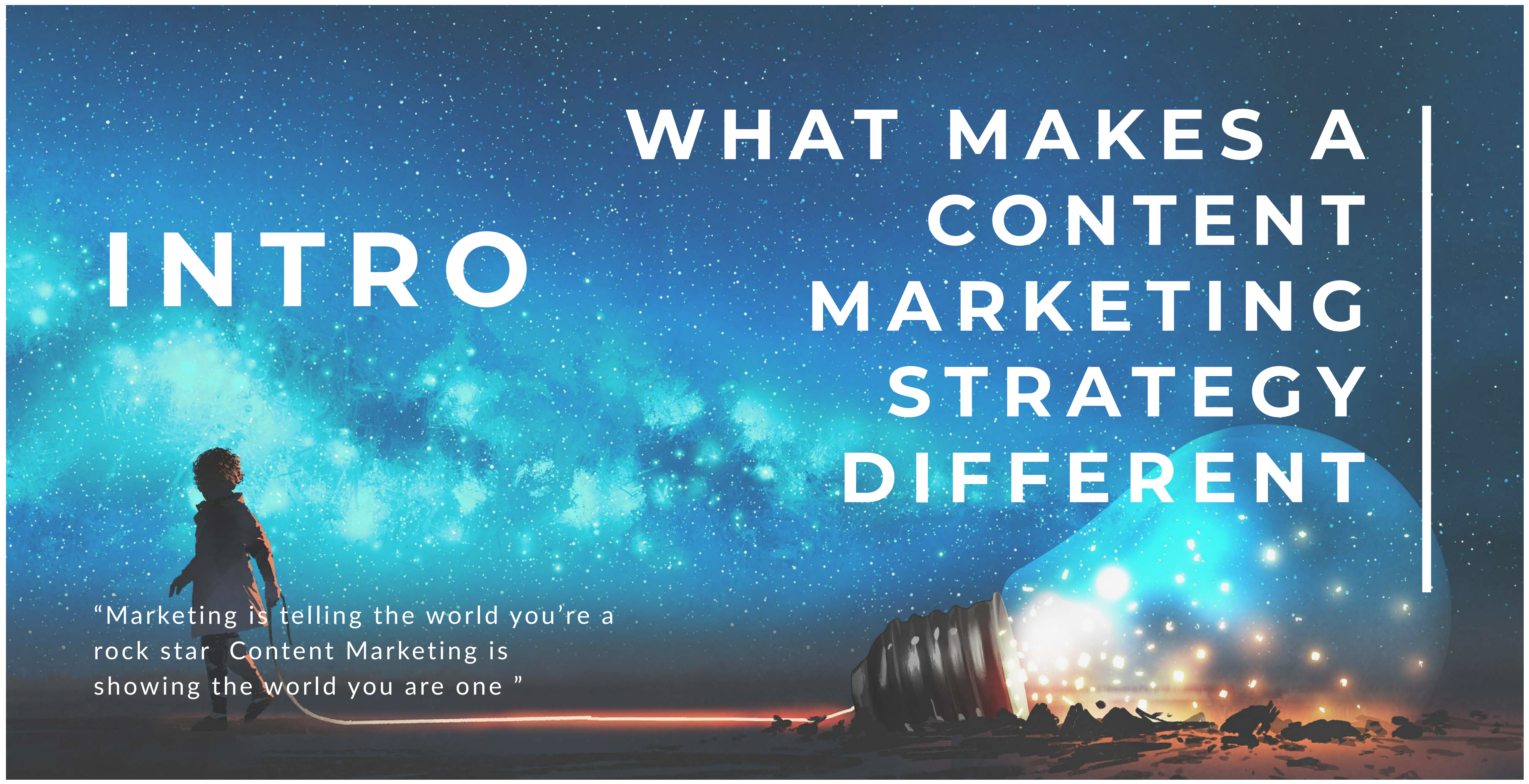
**Anything - in any session is  
up for discussion.**



# INTRO

# WHAT MAKES A CONTENT MARKETING STRATEGY DIFFERENT

“Marketing is telling the world you’re a rock star. Content Marketing is showing the world you are one.”





# MARKETING'S PURPOSE

REACH, & MOVE  
AUDIENCES TO  
ACTION





# DEFINITIONS

**1** *“Content marketing is the business process for creating and distributing valuable and compelling content to attract, acquire, and engage a clearly defined and understood audience - with the objective of driving a profitable customer action”*

**- Content Marketing Institute**



# A SIMPLER DEFINITION

# 2

*“Brands no longer have to ‘rent’ the media in order to reach, engage and inspire audiences to action. We can become the media, and create the content that builds audiences, and moves them to profitable action.”*

- Robert Rose & Joe Pulizzi  
Killing Marketing



# THE SIMPLEST DEFINITION

# 3

*“Product and service companies have the ability to create valuable content that engages an audience. Instead of selling, we can inspire, teach, or entertain customers as to WHY they should know, like and trust us enough to buy from us.”*

**- Robert Rose & Joe Pulizzi  
Killing Marketing**

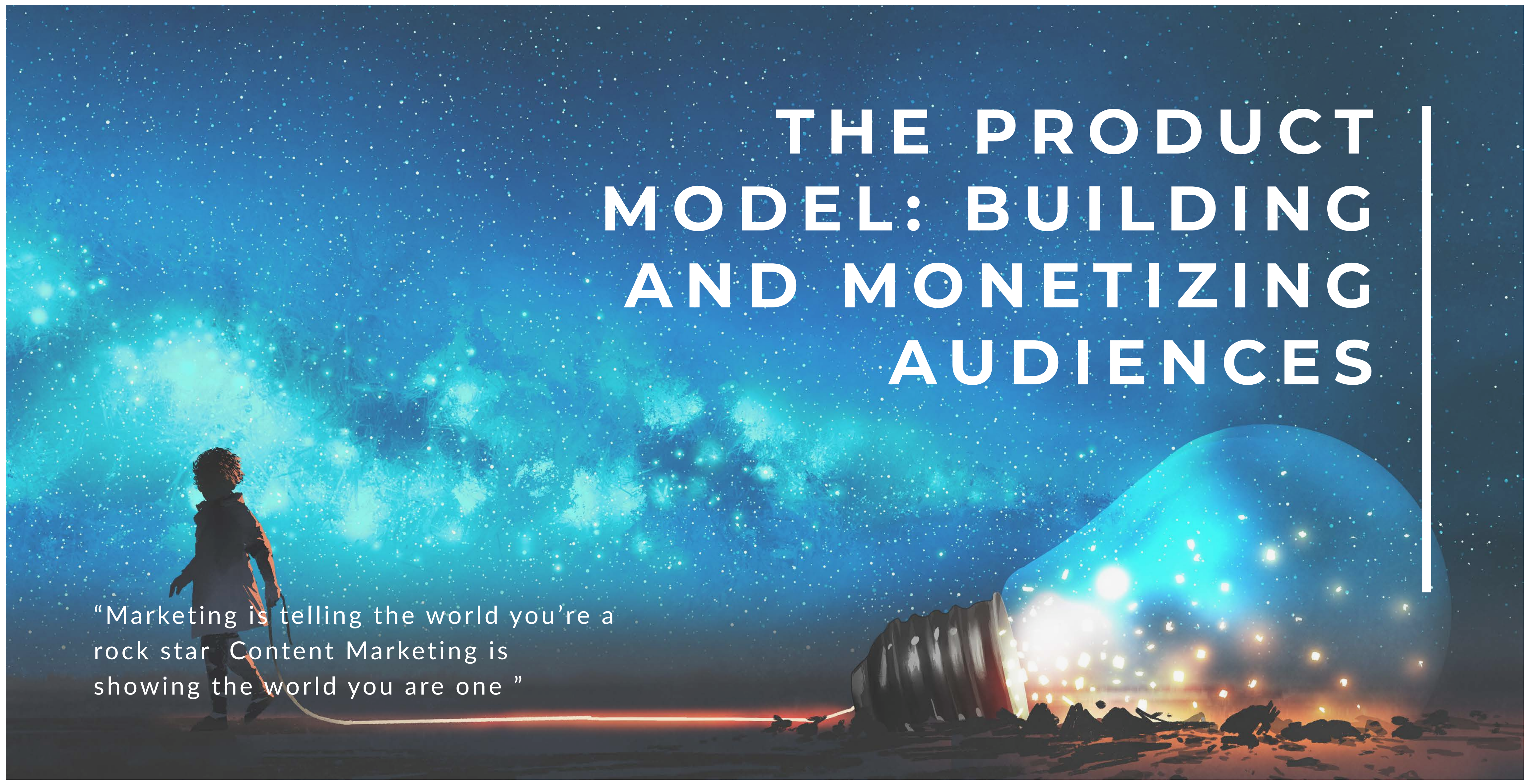


- 1. What marketing challenge/opportunity do I have?**
- 2. What audience and what action will help me solve that problem - or meet that opportunity?**
- 3. What value can I deliver to them, and how will I differentiate.**  
**(*SPOILER ALERT: THIS IS THE HARDEST QUESTION.*)**
- 4. *What does success look like?***



# THE PRODUCT MODEL: BUILDING AND MONETIZING AUDIENCES

“Marketing is telling the world you’re a  
rock star. Content Marketing is  
showing the world you are one.”





# WHERE IS YOUR BUSINESS?

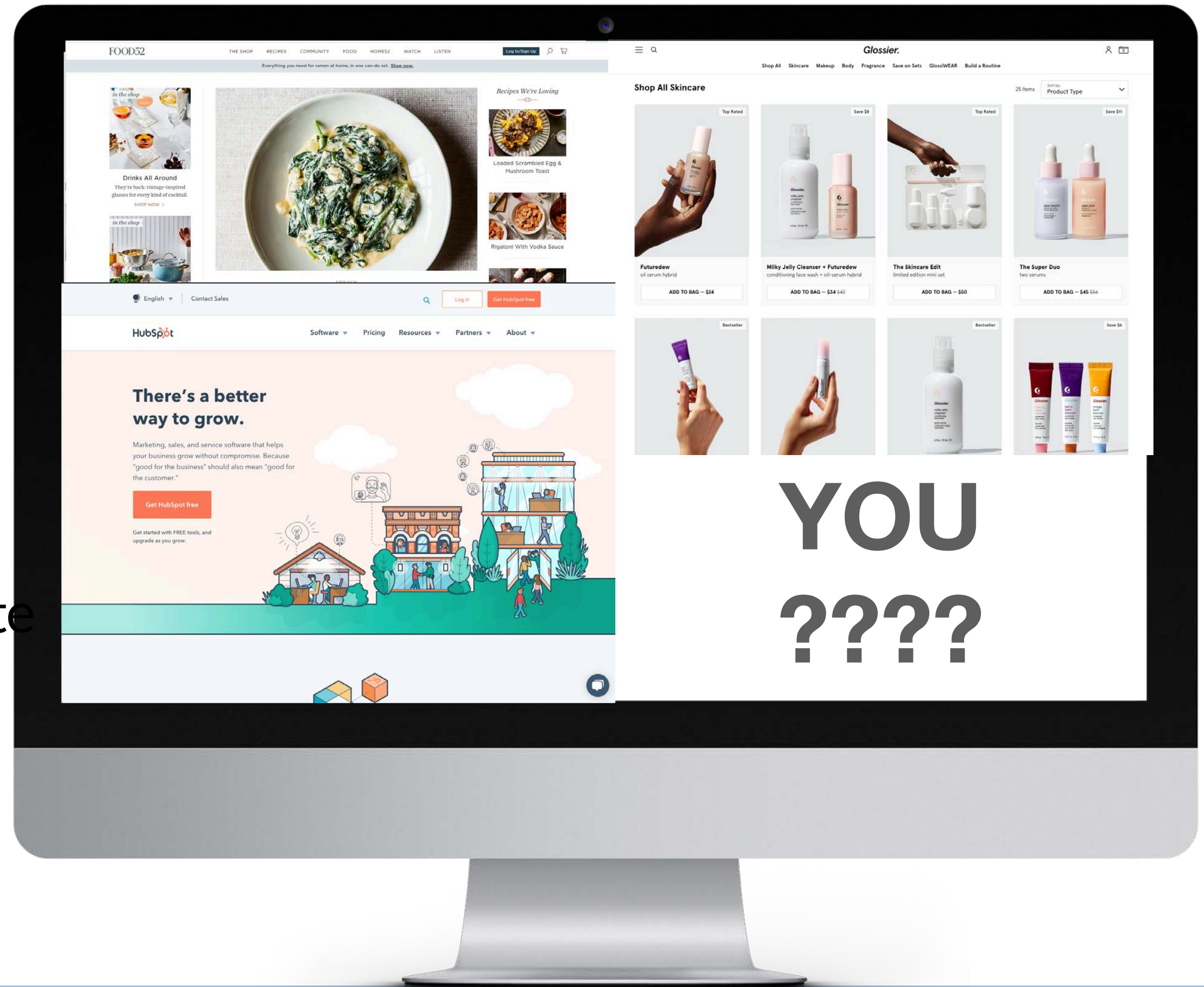
## AUDIENCE PLATFORMS

A startup blog, looking to products?  
(Food52, Glossier, Mint, The Hustle)

Small startup looking to scale?  
(Terminus, TeachBetter)

In a crowded space looking to differentiate  
(Buzzfeed, TCA)

An established brand looking to establish  
sustainability  
(Cleveland Clinic)



YOU  
?????



**CONTENT IS AS IMPORTANT  
AS PRODUCT/SERVICE**





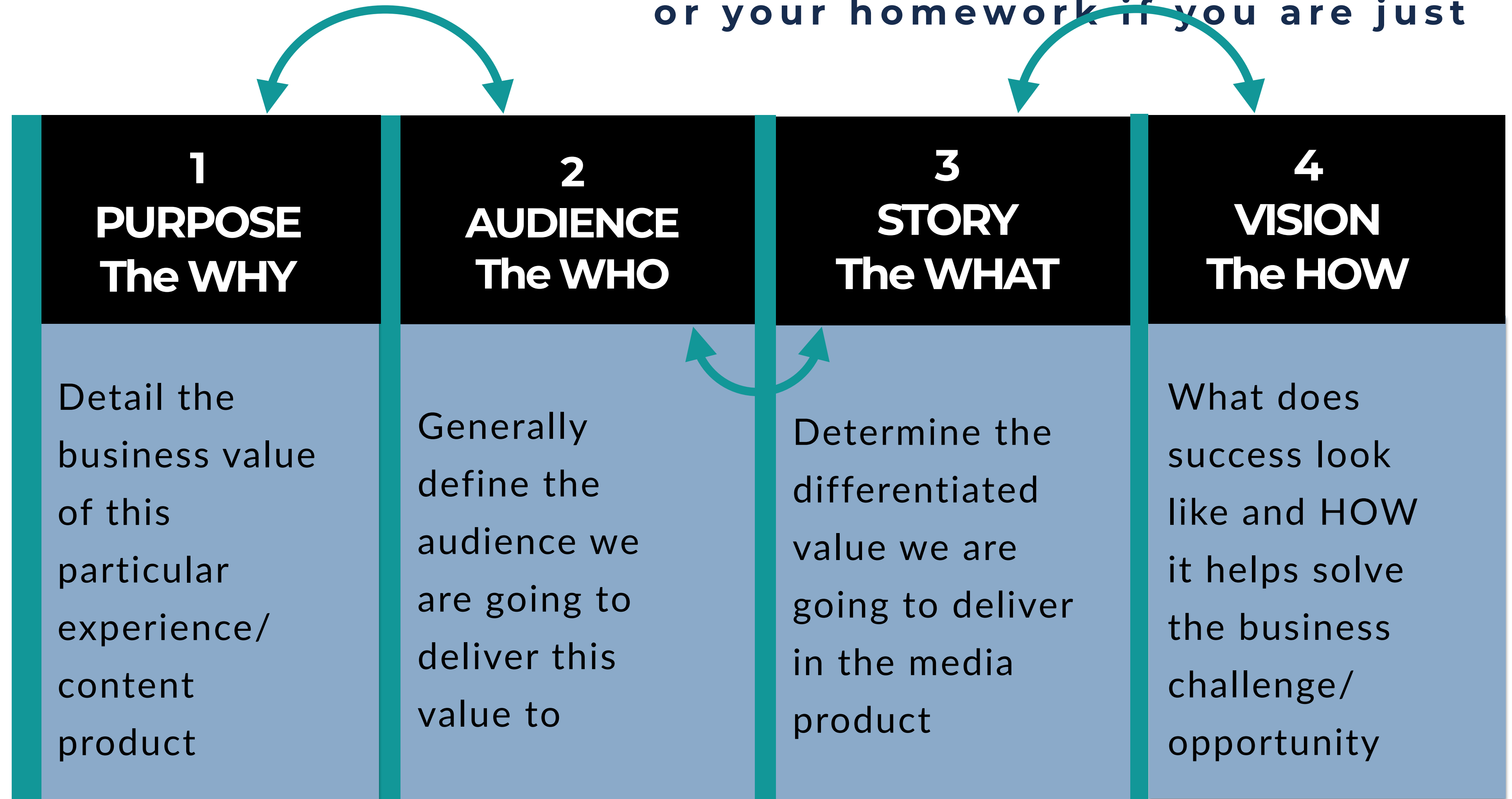
# FOUR STEPS

This is our discussion if you are just beginning but have ideas, or your homework if you are just

THIS IS  
ITERATIVE

FLUID

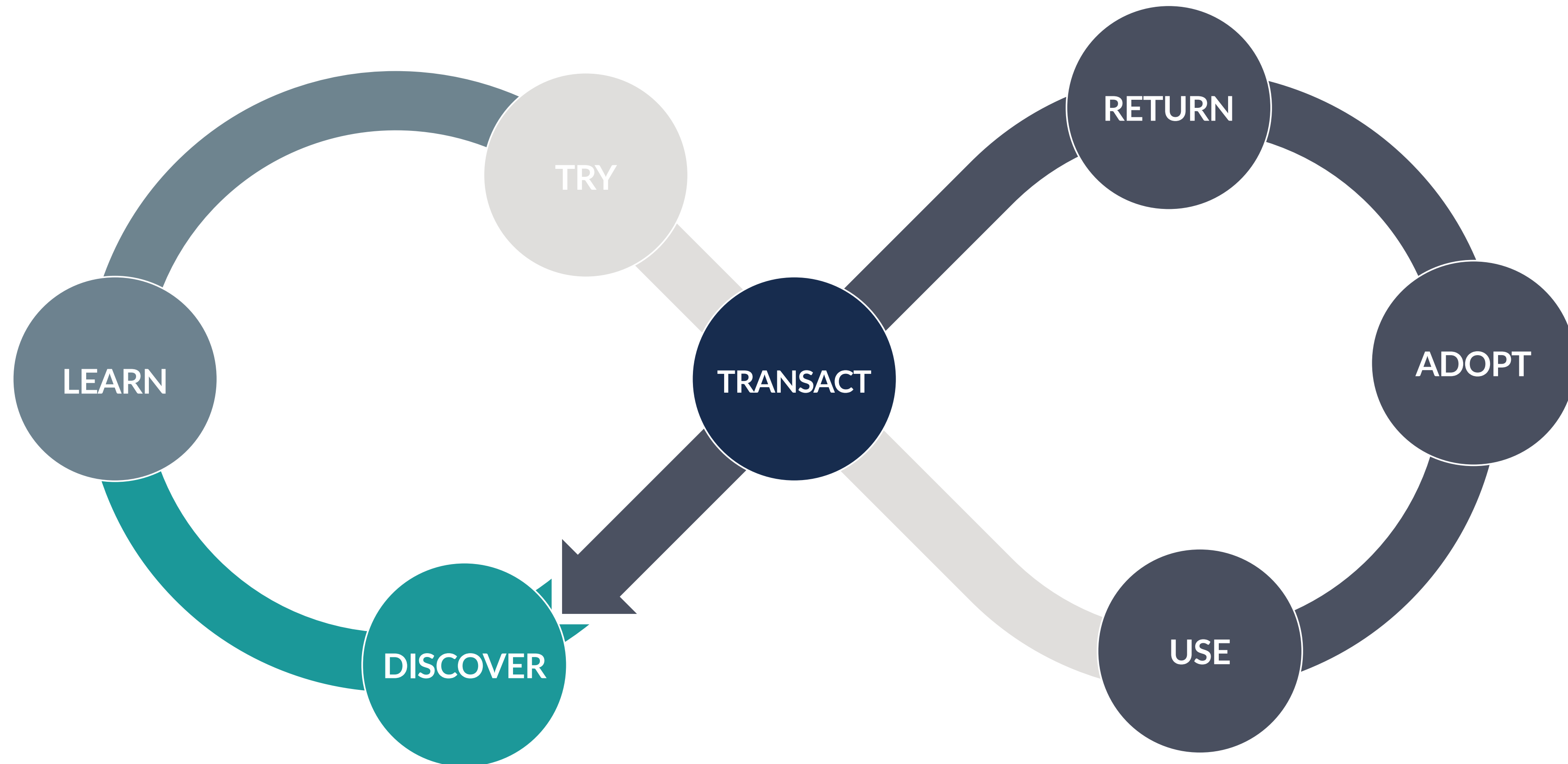
WORK  
THIS PLAN





# PURPOSE: WHERE WE START

Remember our first question: What's our marketing problem/opportunity?





# PICK A PURPOSE

## SUBSCRIBE Learn & Earn Trust

Inspire a new approach to gain insight into how to develop a better relationship

### PUT SIMPLY:

I'm trying to establish trust with an audience that either doesn't know me, or doesn't know me for something new

## WIN Build & Evolve Trust

Reinforce differentiated value to inspire self-discovery of value

### PUT SIMPLY:

I'm trying to deepen trust so that this audience will actually transact and purchase something from me

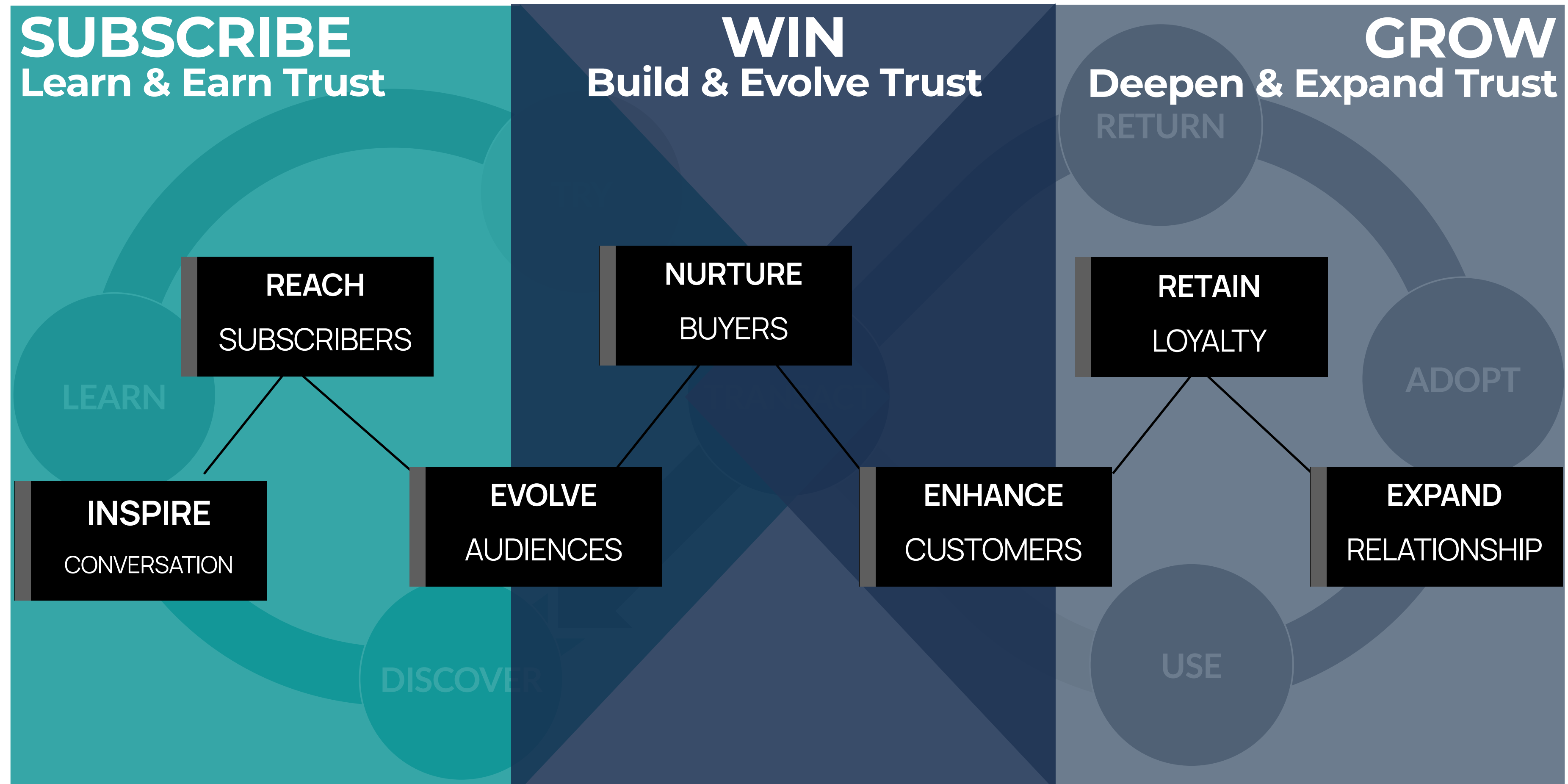
## GROW Deepen & Expand Trust

Engage and add experiential value to a known audience to add differentiating value

### PUT SIMPLY:

I'm trying not to expand trust with an audience that knows and trusts me for one thing so that they deepen that trust or expand it into something new

# FOCUS ON OBJECTIVES





# WHERE I AM! ON THE FOUR STEPS

## MY CRYPTO BUSINESS

### MISSION

The business purpose  
and  
focus The platform's  
business plan and  
differentiation

1

**WHY** - An existing audience that can trust me with insight into something new that is mysterious and that builds trust and opportunities

**WHO** - Marketing leaders and senior practitioners at larger brands that are struggling with what Web 3.0 means for marketing strategy

**WHAT** - Some kind of thought leadership resource center or informational hub on best practices in

**HOW** - A subscribed audience that can be monetized through advertising and sponsorship opportunities, and also provide new opportunities for consulting

# WHAT DOES THAT MEAN? EXACTLY?

1. 24 days into February, my whiteboard is still messy.
2. But I know that right now this whole space is messy and filled with jargon and that I can offer value based on my skills of making complex concepts easier to understand.
3. Not sure if it should be news or not. So many news sites right now - do we really need another? But opportunity for SEO and I could fight for it.
4. Want it to be a practical resource that people trust and that differentiates to the point of real loyalty - a niche audience of trusted people. Decided that I want to teach crypto to marketers, not marketing to crypto people. Which means a “longer game”.

## ACTIONS

I need to research audience more.

I have a few names that I'm toying with - domain registrations, models I'm exploring - I'm in research mode right now. No firm decisions

Shooting for a Spring Release - to keep myself honest.



# WHAT DOES THAT MEAN? EXACTLY?

- 1. Three Areas Of Progress**
  - 1. I know what I want to call it - Name Settled**
  - 2. Research Plan has been developed (I'm down rabbit hole) My Web 3.0 profile has begun...**
  - 3. Competitive Media identified**
- 2. Where Am I Stuck**
  - 1. Objective (Subscribers for sure - but Explicit Subscribers or general Awareness)**
    - 1. Means Newsletter over Podcast or Blog etc.**
  - 2. News or University learning model...**
  - 3. Audience and Real Case studies are sparse on details**
- 3. Top Three Actions**
  - 1. Schedule Interviews with noted consultants (use my connections)**
  - 2. Make decision on objectives and write it down**
  - 3. Finalize some seed content calendar based on that**
- 4. Biggest Takeaway**
  - 1. Need to be more organized in my product planning... suffering a little "cobbler's kid" syndrome.**

**ME' FOCUSING SPRINT™**

Name: ME' Date: \_\_\_\_\_

3 Biggest Areas of Progress	Where Am I Stuck?
<ul style="list-style-type: none"><li>• NAMES SETTLED</li><li>• RESEARCH DEVELOPED</li><li>• INTERVIEWS SCHEDULED</li><li>• COMPETITIVE MEDIA IDENTIFIED</li></ul>	<ul style="list-style-type: none"><li>• OBJECTIVE<ul style="list-style-type: none"><li>→ SUBSCRIBERS</li><li>— AWARENESS (NEWSLETTER, PODCAST OR BLOG)</li></ul></li><li>• NEWS OR UNIVERSITY MODEL</li><li>• AUDIENCE &amp; REAL CASE STUDIES</li></ul>

Top 3 Actions	Biggest Takeaway
<ul style="list-style-type: none"><li>• SCHEDULE INTERVIEWS W/ TOP CONSULTANTS</li><li>• MAKE DECISION ON OBJECTIVES</li><li>• START FINALIZING SEED CONTENT CALENDAR</li></ul>	<ul style="list-style-type: none"><li>• NEED TO BE MORE ORGANIZED IN PRODUCT PLANNING "COBBLER'S KID"</li></ul>

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**NOW LET'S TALK ABOUT YOU  
COACHING TIME**

**ROBERT@CONTENTADVISORY.NET**





# 2

## SESSION TWO Personas Investing in Audiences vs Buyers

“Marketing is telling the world you’re a rock star. Content Marketing is showing the world you are one.”

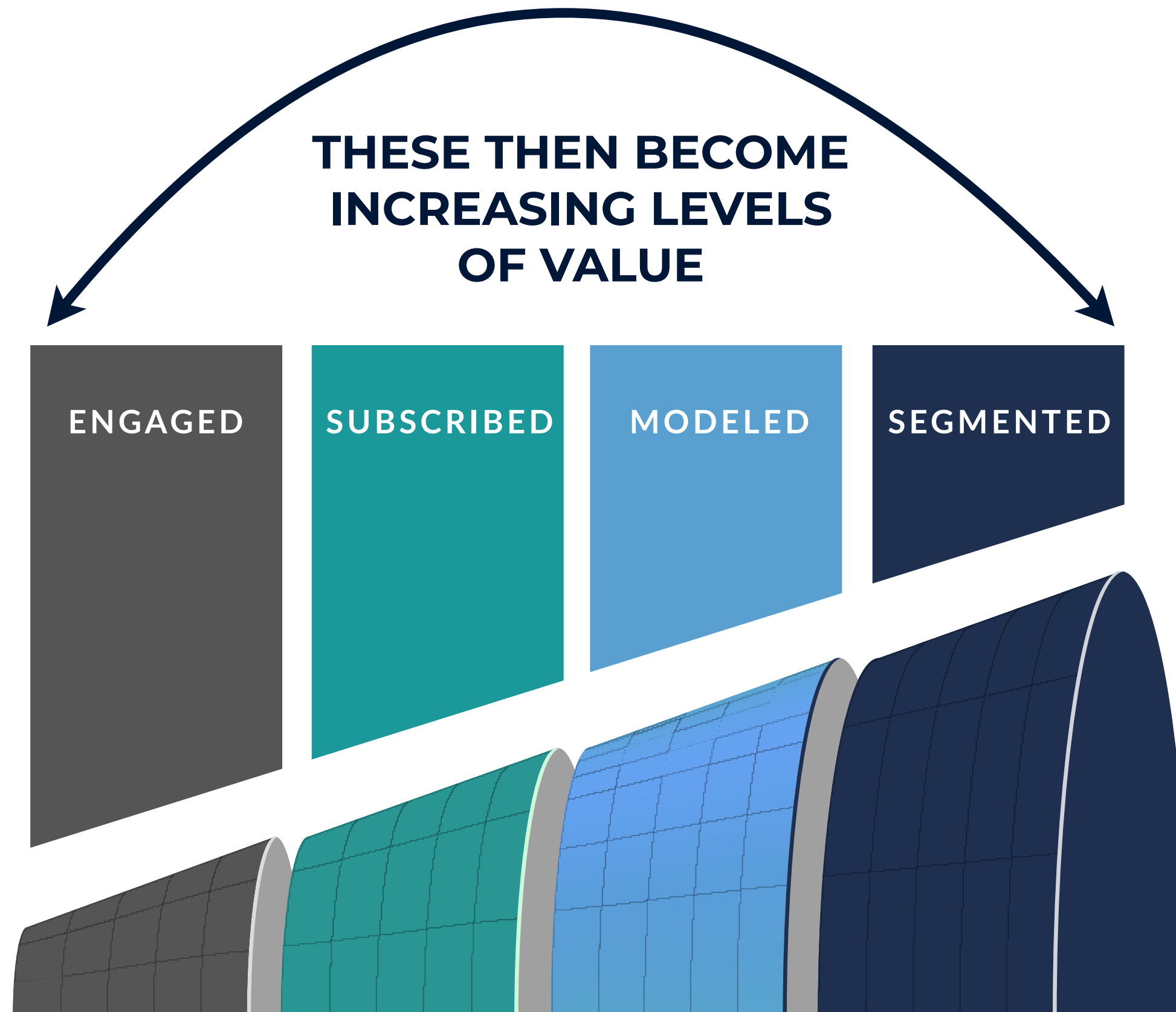




# REMINDER: MOVE & BUILD AUDIENCES

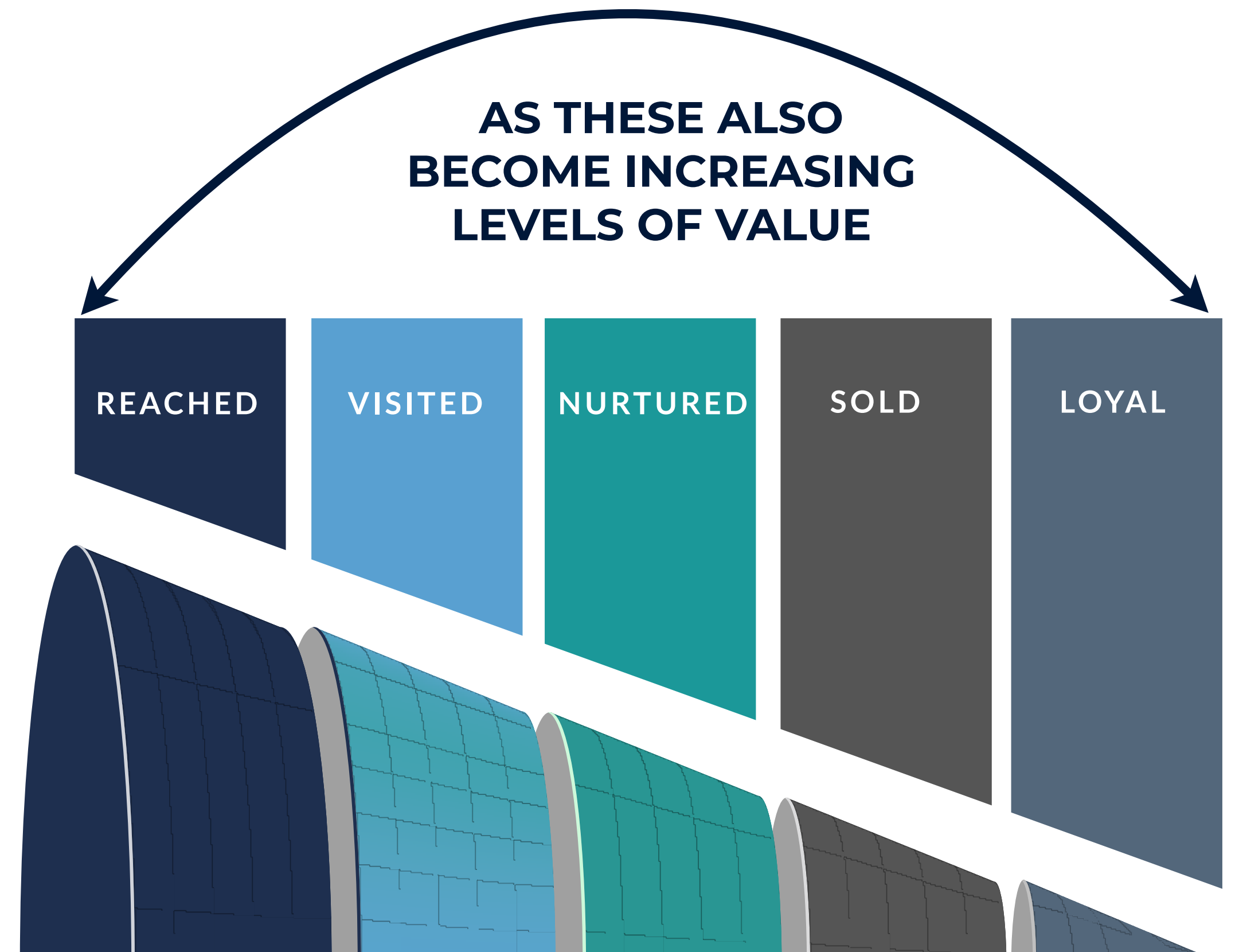
## BUILD AUDIENCES

THESE THEN BECOME  
INCREASING LEVELS  
OF VALUE



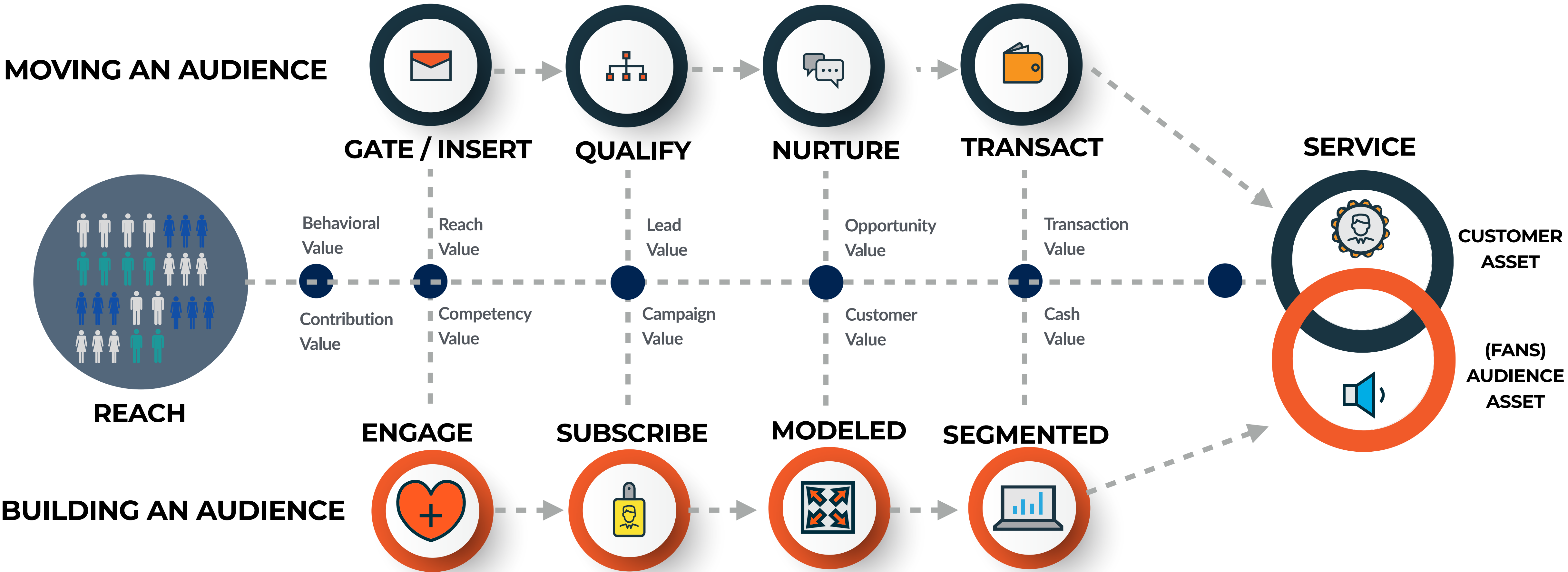
## MOVE AUDIENCES

AS THESE ALSO  
BECOME INCREASING  
LEVELS OF VALUE

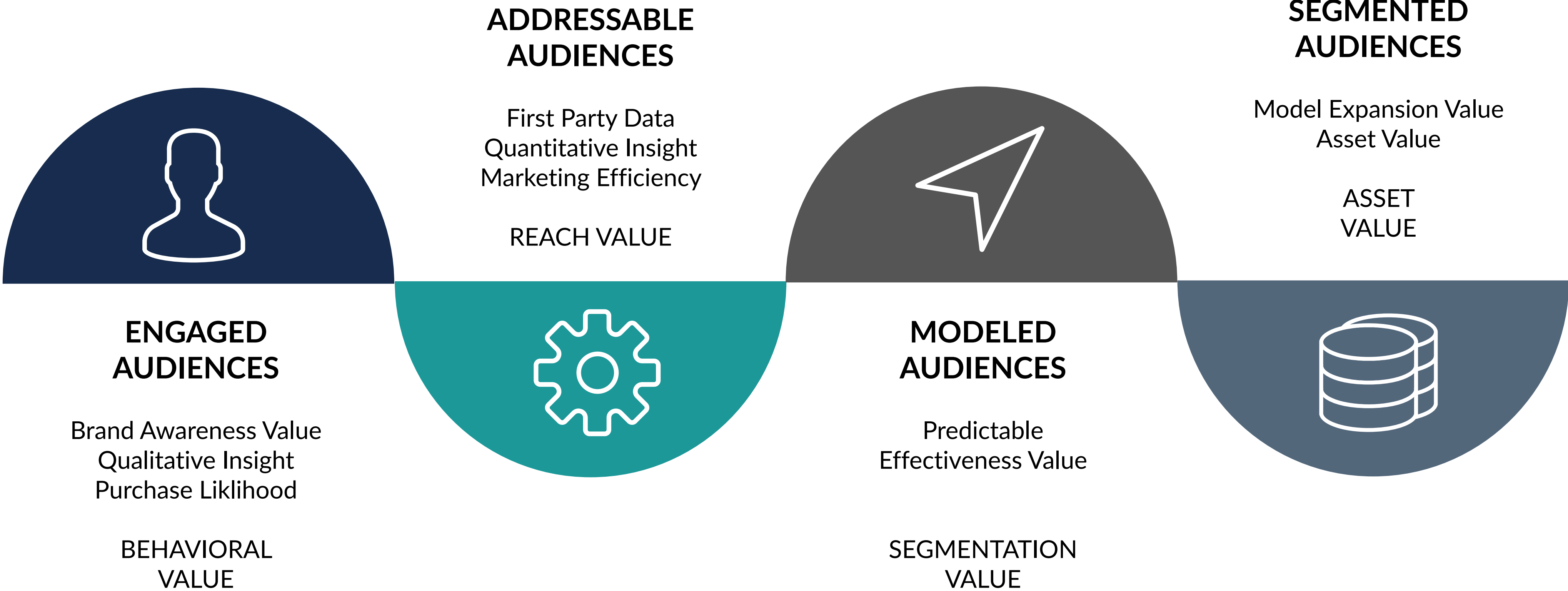




# OUR SHARED PURPOSE

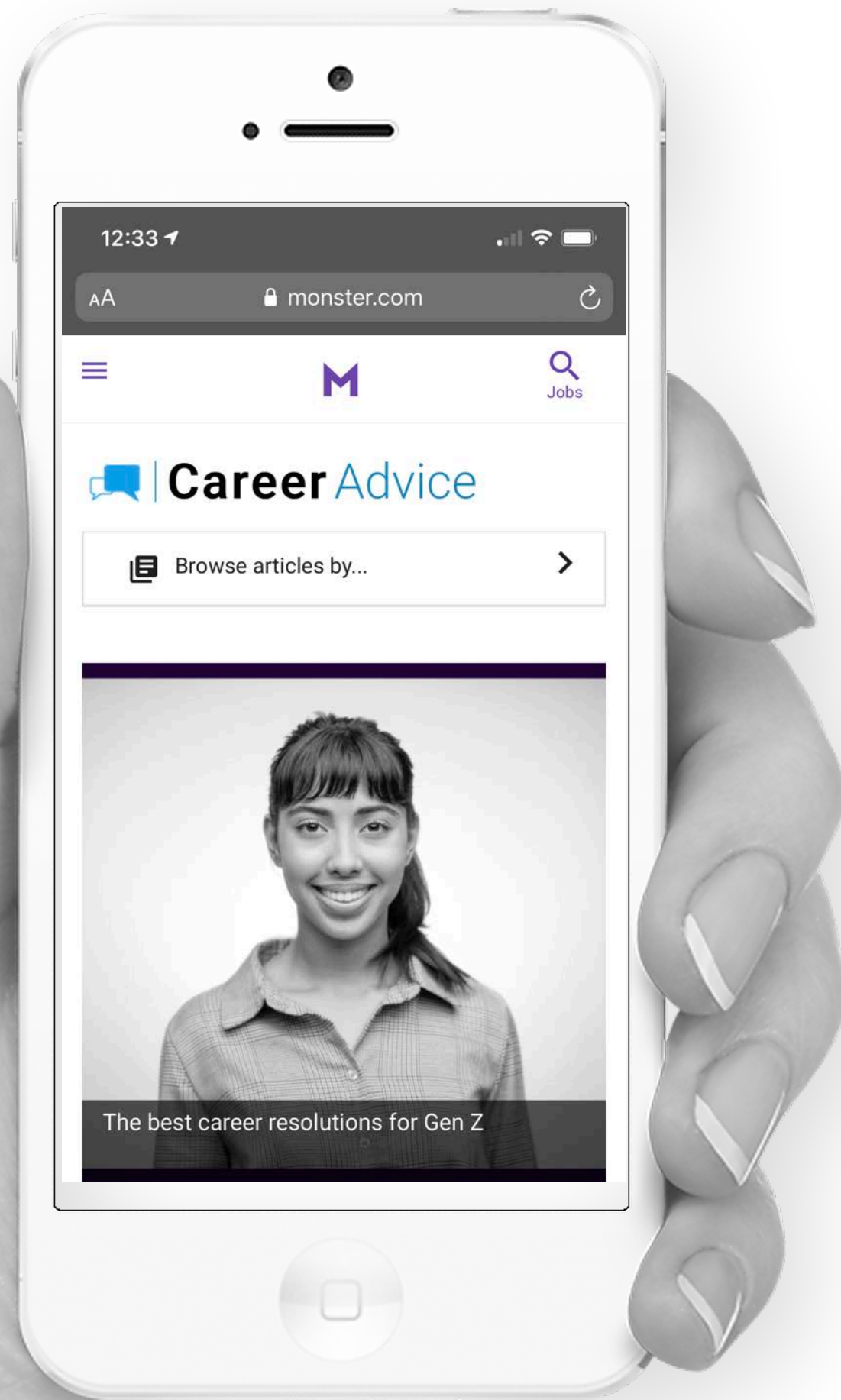


# MULTIPLE VALUES





# MULTIPLE VALUES



**20% of all organic traffic enters here  
(Reaching new audiences)**



**4 Million job searches (65% conversion)  
(Higher rates to advertisers)**



**48,000 new, organic, members  
(\$3m thru paid ads)**



**\$62 per subscriber  
(segmented asset)**

**AUDIENCES  
MUST  
BE**

**MORE  
THAN  
BUYERS**





# BUYER PERSONA



*“I really wish I had an app on my phone that would let me automatically organize in one place ALL of the things that I have And let me do it in a way that I want ”*

- Kelly

## MOTIVATIONS

Detail-oriented, nothing bets by Kelly  
Deeply cares about education  
Loves to travel, eat, tour, etc...

## NEEDS/WANTS

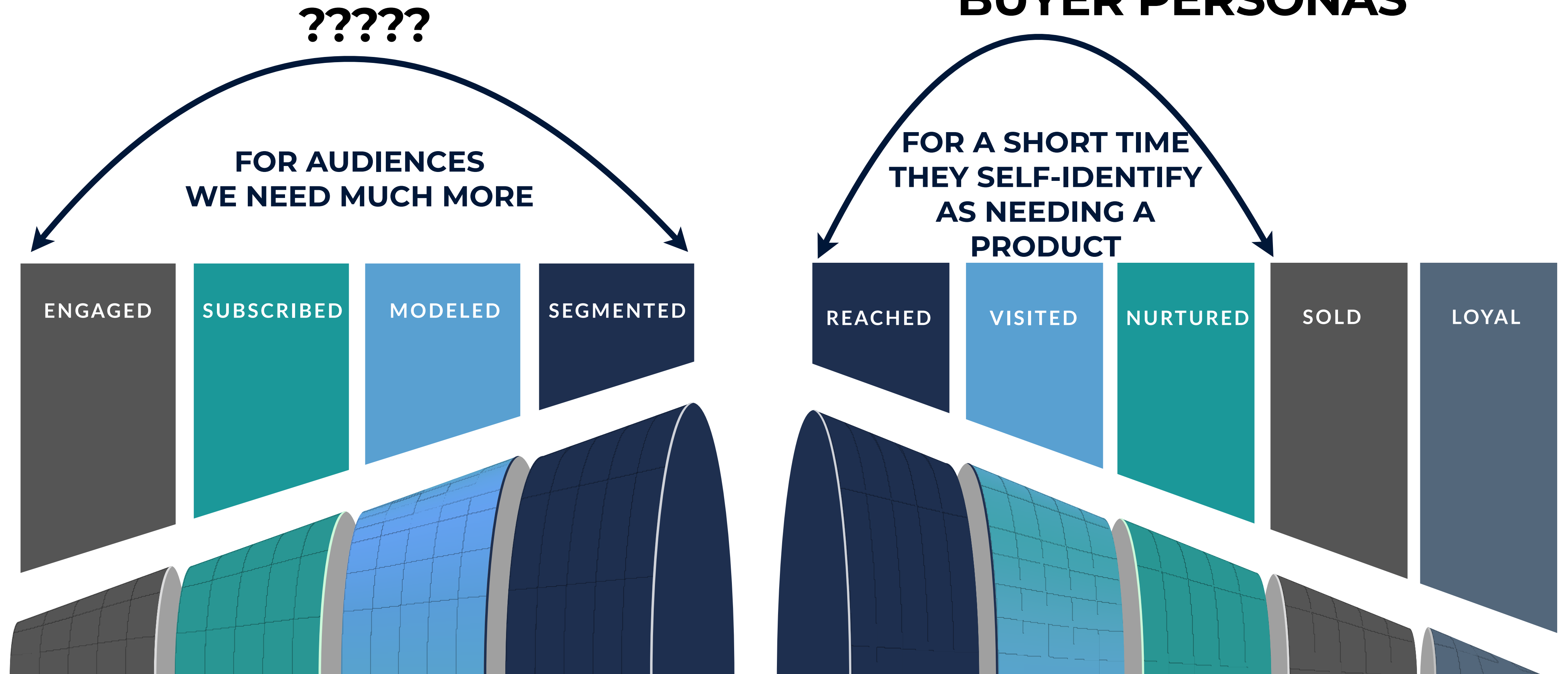
Save for college Cool experiences for her kids  
Efficient but different lifestyles

## PAIN POINTS

Time savings Unable to keep up Frustrated  
with all her “lists” Wants mobile organization

# “A BUYER” IS A STAGE, NOT A PERSON

## BUYER PERSONAS





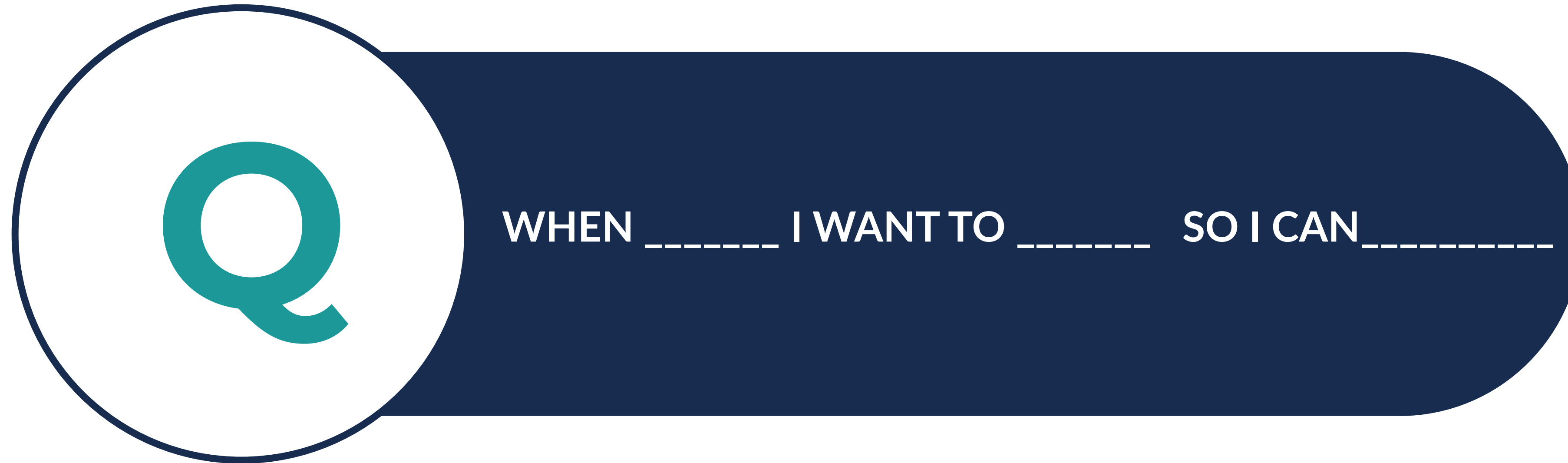
# WHAT ARE THE JOBS TO BE DONE



“People don’t buy a quarter-inch drill, they buy a quarter-inch hole in the wall ”

- Theodore Levitt

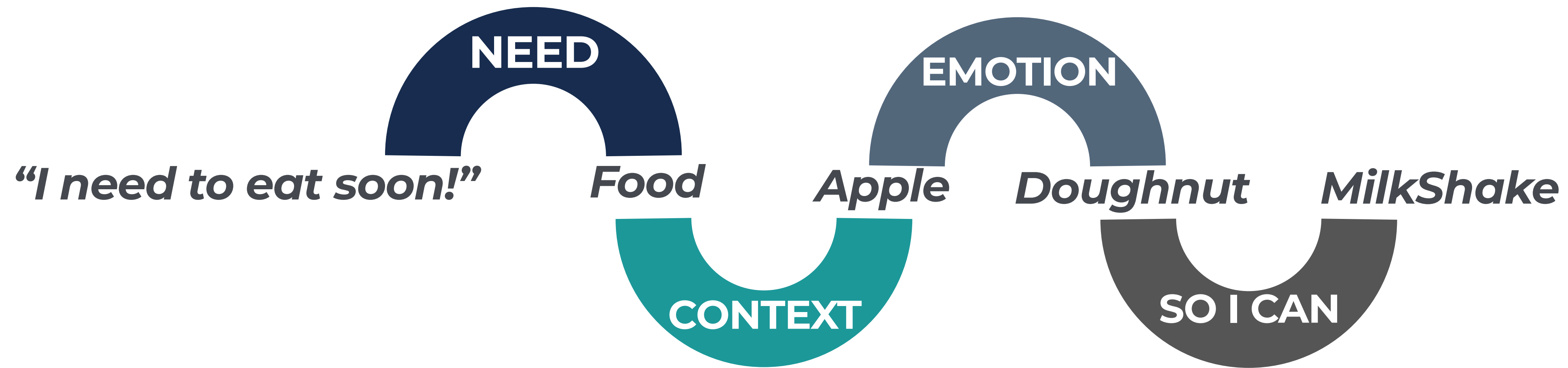
# WHAT DO AUDIENCES WANT TO KNOW?



**WHEN** *I'm rushing at work, and I'm starving and need something to eat,* **I WANT TO** *find something that I can eat with one hand* **SO I CAN** *be more productive*



# JOB S TO BE DONE ARE NOT NEEDS



## **A NEED**

Does not compel you to a particular solution or brand

## **CONTEXT**

But I have a tedious commute

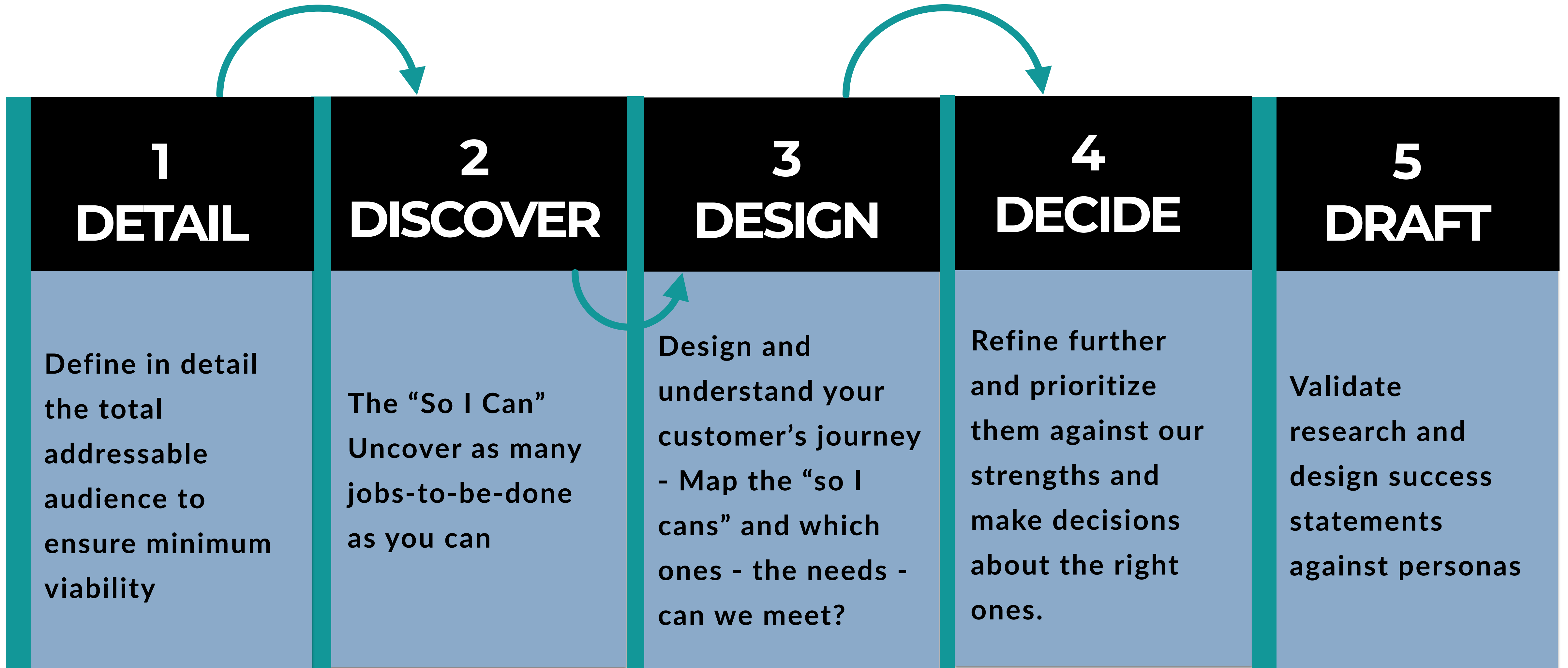
## **SOCIAL/EMOTION**

I don't care if it's healthy

## **SO I CAN**





I just want something so I can feel better about my drive

# 5 STEPS TO AUDIENCE PERSONAS





# STEP 1: DETAIL THE AUDIENCE

 <b>FIND</b>	Who are they? How many? What is your total addressable audience?	<ul style="list-style-type: none"><li>• Media kits from magazines</li><li>• Professional associations</li><li>• Census</li></ul>
 <b>ASK</b>	Who are they as people, not buyers? Use open-ended questions about challenges	<ul style="list-style-type: none"><li>• Interviews</li><li>• Customer advisory boards</li><li>• Online surveys</li></ul>
 <b>OBSERVE</b>	People in their natural habitat What are their needs? Contextual wants? What are their JTBD (jobs to be done)?	<ul style="list-style-type: none"><li>• Persona research</li><li>• Research firms</li><li>• Google search terms</li></ul>
 <b>BE</b>	Have empathy for your audience Try to do what they are attempting	<ul style="list-style-type: none"><li>• Experiment</li><li>• Original research</li></ul>

# DEFINE: EXAMPLE

## CAPITAL GROUP

### FIND

Research: 285K Financial Advisors  
20%-25% Certified 70K  
Minimum Viable Audience: 70K

### ASK

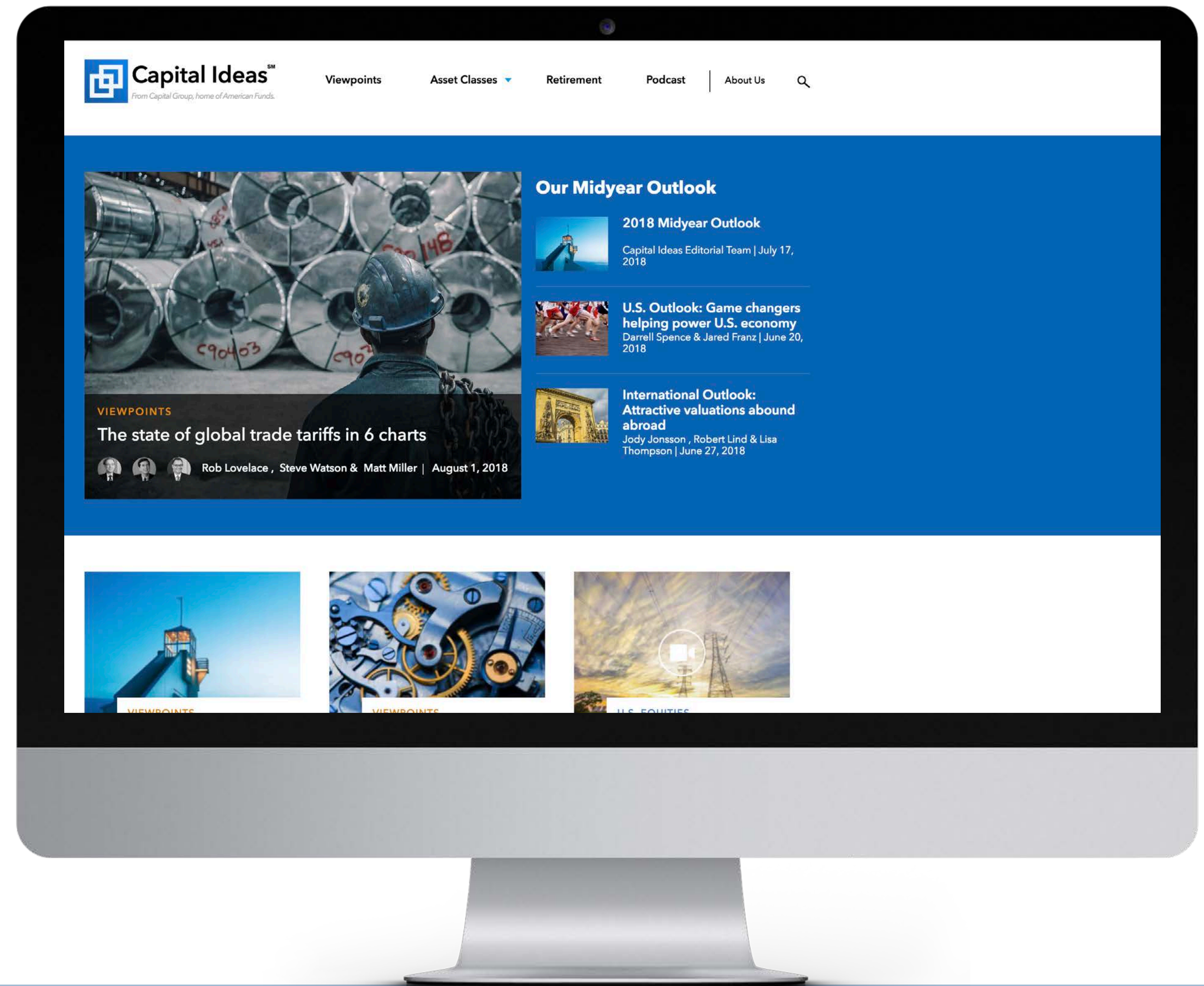
Hired company to interview 50 Covered number of topics from work/life balance to future of their career

### OBSERVE

Attended competitor events Watched traffic  
Google trends

### BE

Spent time with them Learned about lack of time to relax, learning





# STEP 2: DISCOVER THE STORY



## STORIES

MAP their stories to a journey. How do they discover, try, learn etc... Then, listen for the “so I can” in the stories Capture everything

- “once upon a time...”
- “Every day... Then one day...”
- “One time we tried...”



## CONTEXT

Track the emotional and social context of the stories you’re hearing

- Hear the needs, but really pay attention to the social and emotional wants



## SEARCH

What are the new solutions that can meet these needs and wants? Who are the competitors for ideas?

- How are these audiences searching and/or finding ideas to solve this JTBD?



## MISSING

What is the job not done?

- Where can we solve a job to be done that isn’t currently being solved?

# DISCOVER: EXAMPLE

## LINCOLN ELECTRIC

### INTERVIEWED SCULPTORS

80% wanted to get into welding but were afraid of how dangerous it was

### HEARD FROM THESE ARTISTS

“I wish there was a way I could learn about welding that didn’t make me feel dumb, and that could show me the way I want to get into welding, but I’m afraid it’s just too hard and complex. **I want to learn on my own time, so I can create some really cool new art pieces**”





# STEP 3: DECIDE WHICH JOBS TO SOLVE

## LIST OUT ALL THE JOBS

List out everything you've learned and heard from your audiences

Make decisions and priorities about which ones you should/could solve

### COMMON JOB FOR A NICHE AUDIENCE

Find a story that is valuable only to a very small but perhaps forgotten or little-known audience

### NICHE JOB FOR A COMMON AUDIENCE

Find a niche value that is different from what anyone else is delivering to a big, common audience

# CONTEXT: HOW NICHE?

## A HOSPITAL'S AUDIENCE

### PARENTS?

Who need a hospital that meets the needs of the entire family, so they can feel like they have all the services they need under one roof

### JENNIFER?

The single parent of two kids who needs a familiar hospital near her family **so she can feel like the doctors know who she and her family are**

### MARIA?

Wealthy working mom of two boys who love sports. She needs a close hospital so she can know her kids are getting the latest treatments





# STEP 4: DIFFERENTIATE

## FIND THE UNIQUE P.O.V.

It's "what you have to say" on a particular topic

But it's balanced by how you can make it unique to you

### UNIQUE P.O.V. IN COMMON CONTEXT

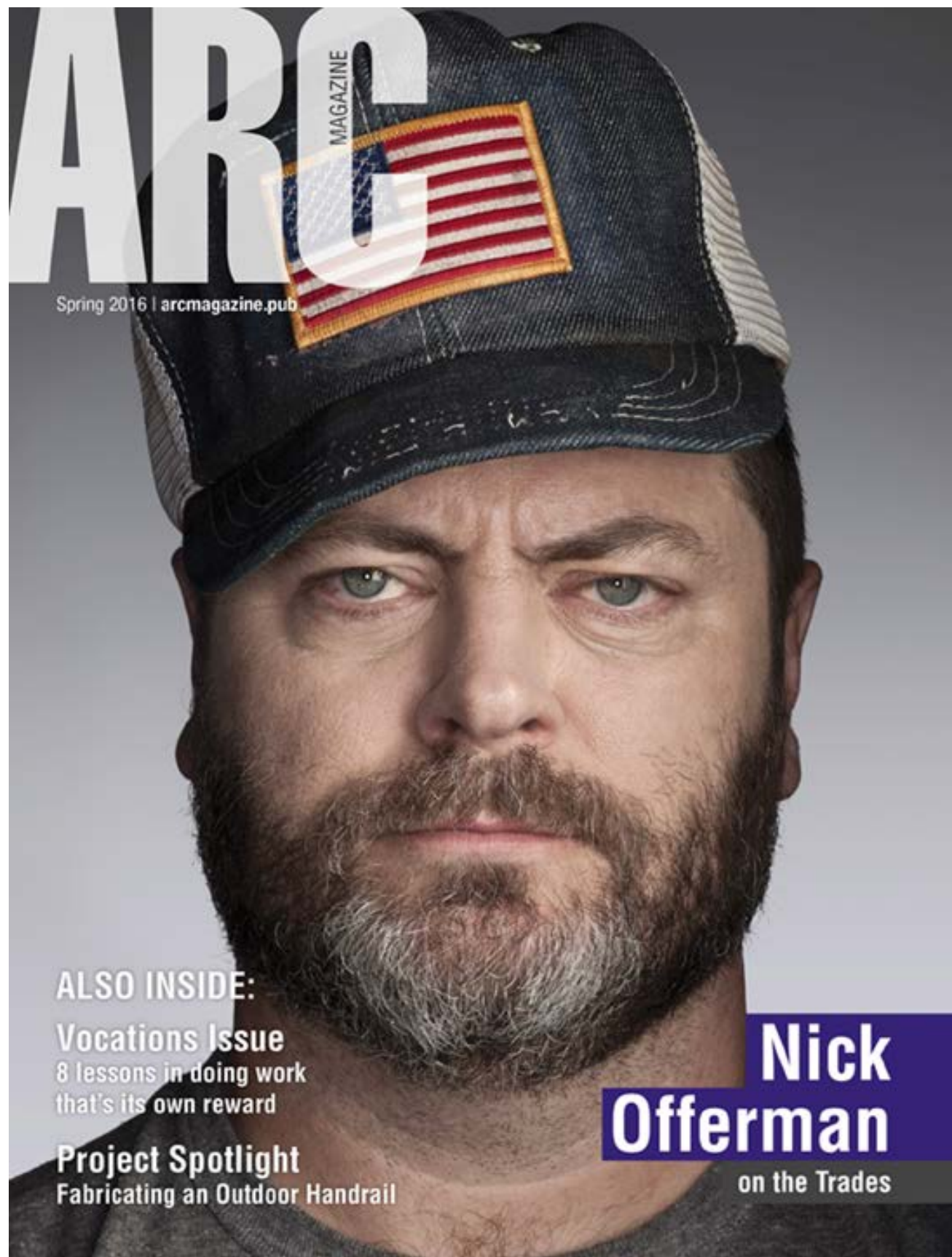
Find your unique take on how to solve the JTBD in a familiar context

### COMMON P.O.V. IN SPECIFIC CONTEXT

Relevant but shared P.O.V. - but delivered in a very specific context

# DIFFERENTIATE EXAMPLE

## FIND THE UNIQUE



### UNIQUE P O V IN A COMMON CONTEXT

“Welding is a chosen life ” Lincoln Electric made welding cool and sexy for artists who wanted to do interesting things But they did it in a print and digital magazine

### COMMON P O V IN A UNIQUE CONTEXT

Vanderbilt Children’s Hospital used standard weather data available to anyone But they placed it in a unique context that made the content more valuable



# STEP 5: DESIGN SUCCESS STATEMENTS

## REVISIT AND VALIDATE YOUR RESEARCH

With JTBD specified, you may need to interview more audiences to validate and identify specifics

But now you're listening for "opportunities" to solve A JOB - rather than the job themselves

## THEN MAP THE STATEMENTS TO A FORMAT

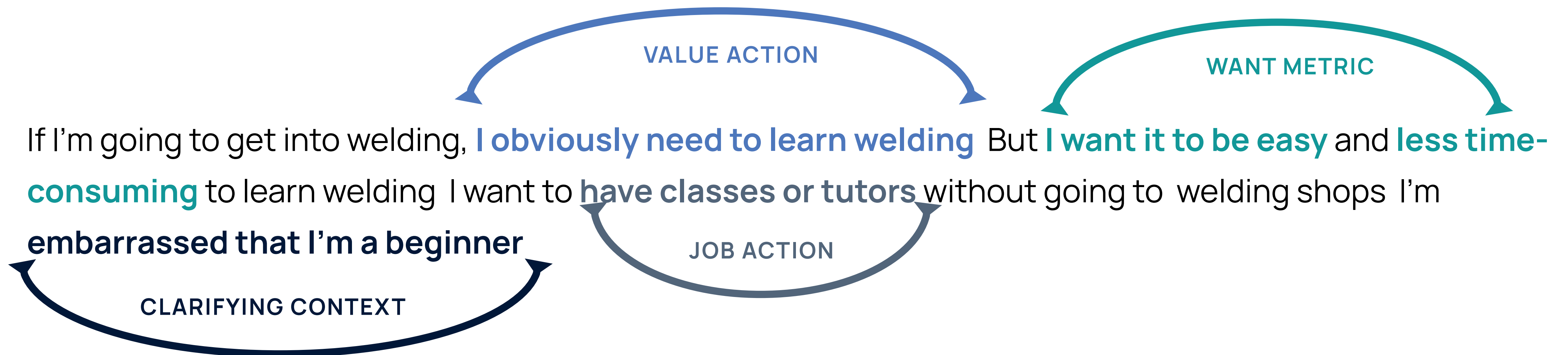
VALUE ACTION + METRIC + JOB ACTION + CLARIFYING CONTEXT/EMOTION

# STEP 5: DESIGN SUCCESS STATEMENTS

## MAP IT TO A SPECIFIC STRUCTURE

|

VALUE ACTION + METRIC + JOB ACTION + CLARIFYING CONTEXT/EMOTION





# ELLEN: THE “ENTREPRELAWYER”



## WHEN I'M... I NEED...

Working alone at night after working all day... I need to grow my billable hours I need to sell better, market better

## BUT I WANT TO...

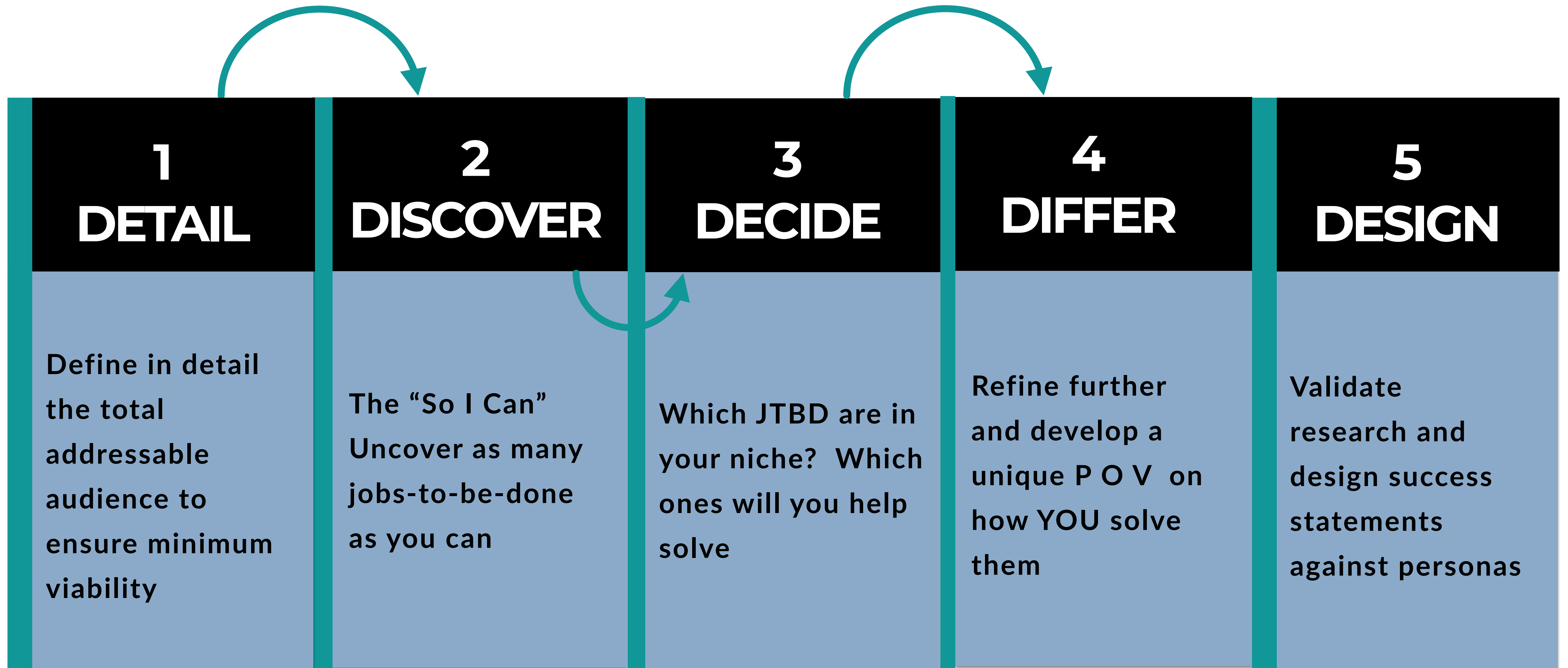
Find ways to hack or shortcut the tasks... to make more time for my law research... Automate things around things like marketing and accounting...

## SO I CAN...

Enjoy my new business, and actually practice law and build an awesome law firm

“This is a marathon, not a sprint I’ve got to get out of the business of chasing clients for money, marketing and sales, *so I can create the law firm of the future* I’ve got to start doing my real job more than 20% of the time ” - Ellen

# CLEAR AUDIENCES - CLEAR VALUE





# EXERCISE

**Get to your  
Business  
Purpose**

**1**

## **CHOOSE AN AUDIENCE**

For today, just describe your audience in terms that go beyond a marketing segment. Who are they as people?

**2**

## **CAN YOU RESEARCH**

During the break to see how many people are in this audience? Should you go further niche? What value?

**3**

## **WHAT ARE SOME JTBD?**

For today, assume. What do you think they NEED?  
What do you think they WANT?

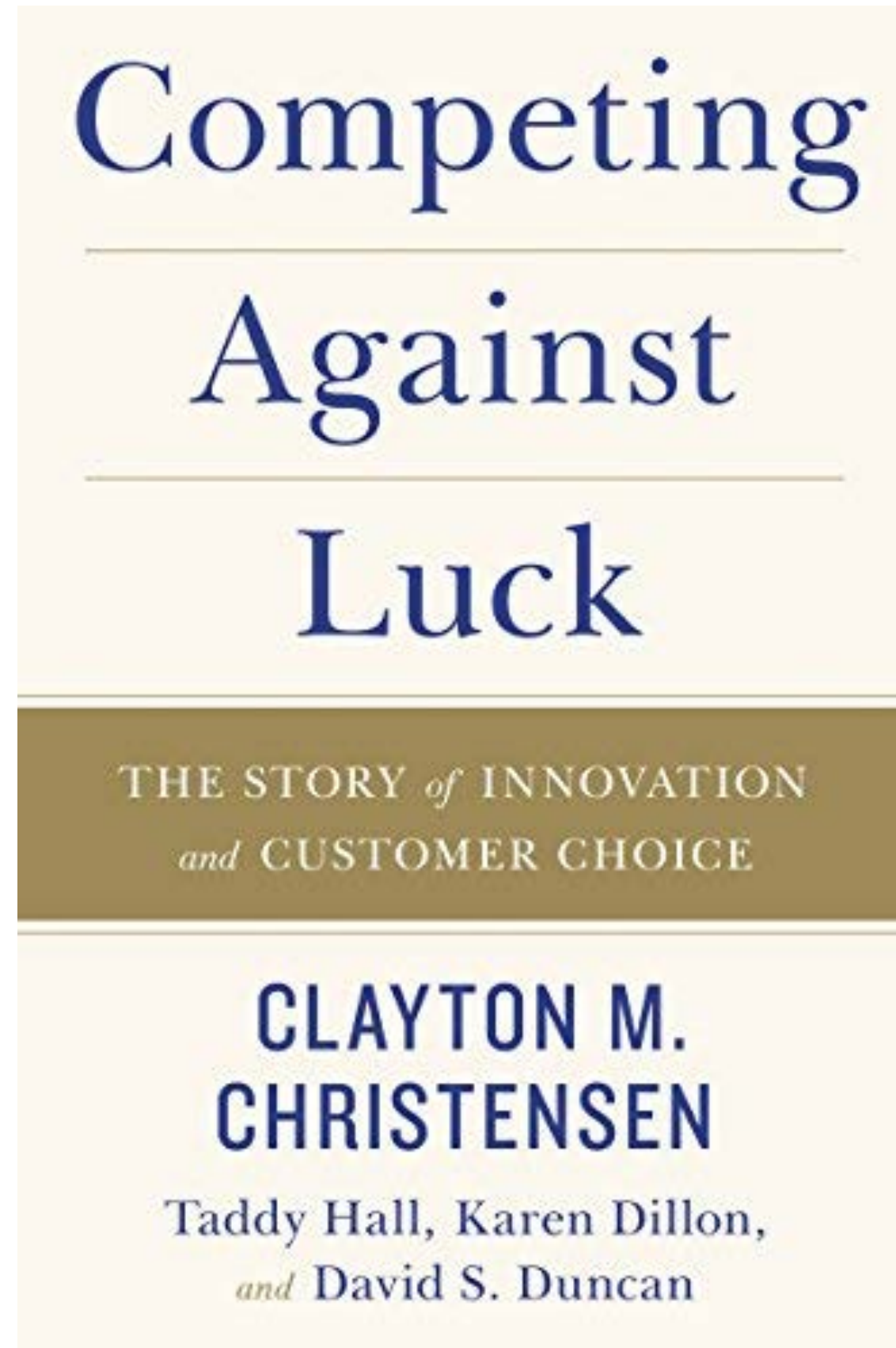
**4**

## **BONUS: HOW MUCH VALUE**

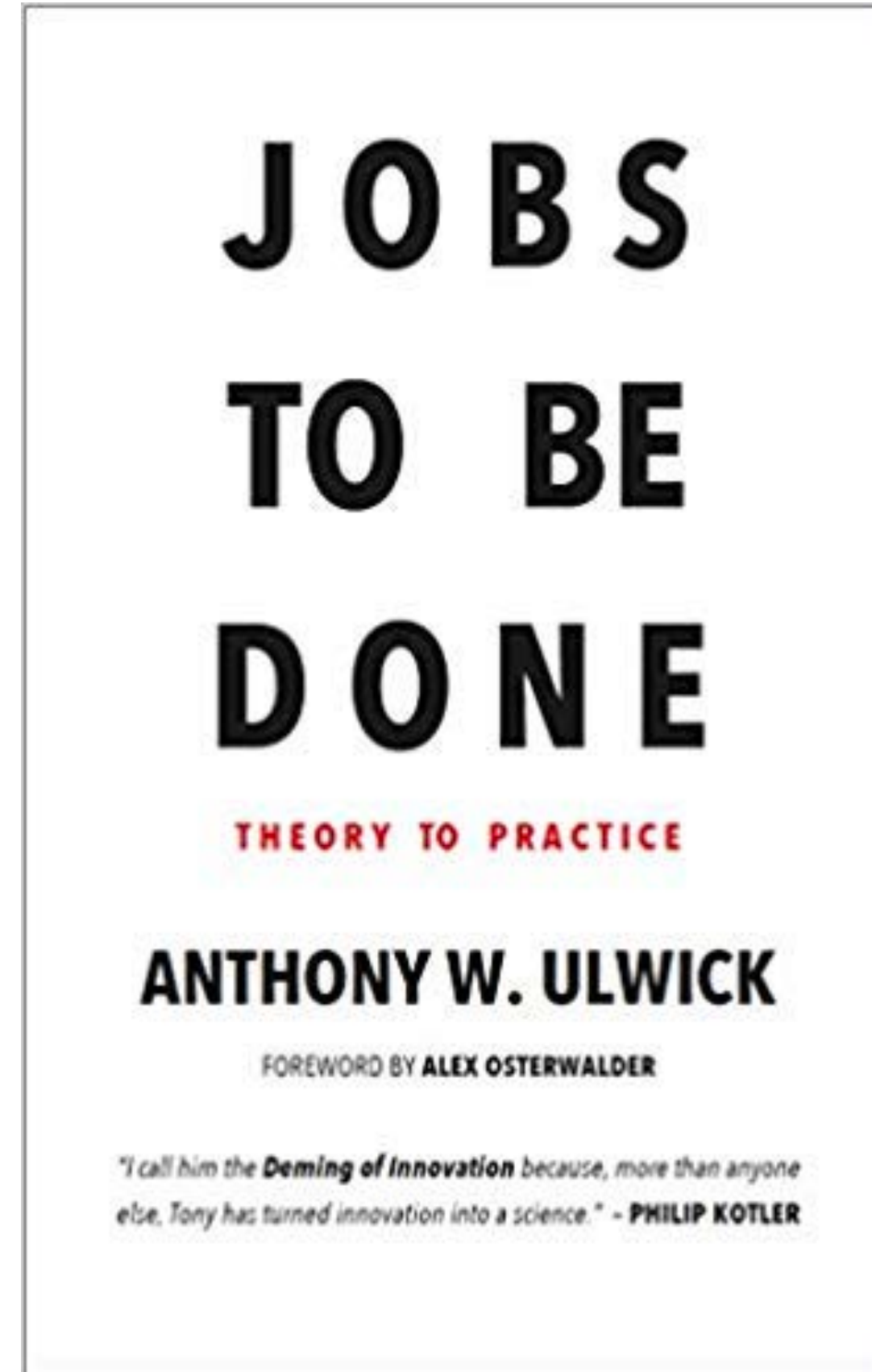
If you know one of your goals - can you do a quick “back of the envelope” calculation of the valuation of your audience at 25% acquisition?

# RESOURCES

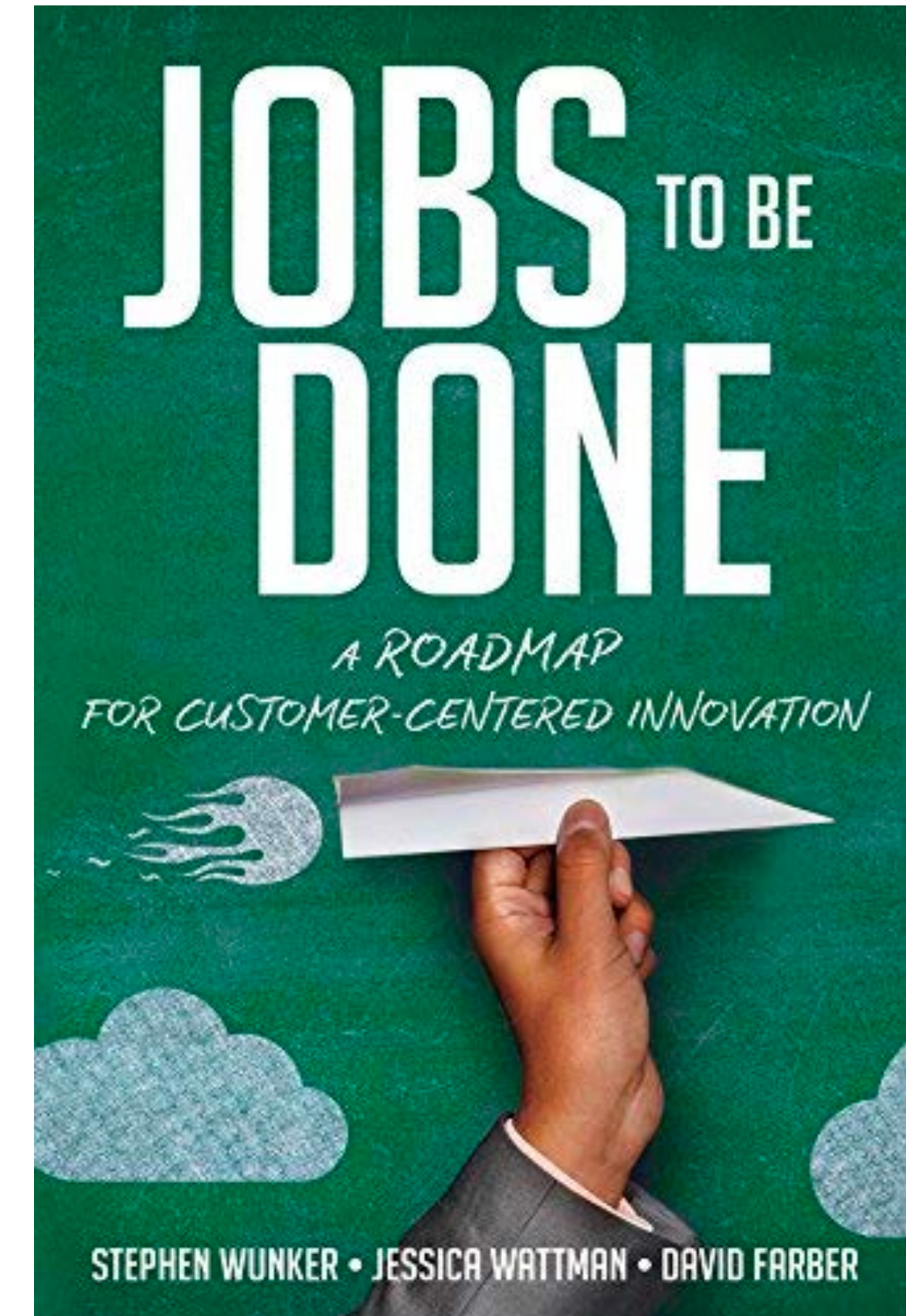
## Jobs To Be Done



## Design Thinking and JTBD



## Product Roadmapping






# PROJECT PITCH

## EXERCISE

Get to your  
Business  
Purpose

- 1 CHOOSE AN AUDIENCE**  
For today, just describe your audience in terms that go beyond a marketing segment. Who are they as people?
- 2 CAN YOU RESEARCH**  
During the break to see how many people are in this audience? Should you go further niche? What value?
- 3 WHAT ARE SOME JTBD?**  
For today, assume. What do you think they NEED?  
What do you think they WANT?
- 4 BONUS: HOW MUCH VALUE**  
If you know one of your goals - can you do a quick "back of the envelope" calculation of the valuation of your audience at 25% acquisition?

 PROJECT PITCH™

Name: \_\_\_\_\_ Date: \_\_\_\_\_

Project Pitch™	
Describe the idea.	Who will benefit?
Best outcome if we do it?	
Worst outcome if we don't do it?	
To be a success, what criterion needs to have happened?	
Project name:	Next action?
Project leader:	

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# 3

## SESSION THREE LET'S START OUR PRODUCT DEV

“Marketing is telling the world you’re a rock star. Content Marketing is showing the world you are one.”









# SAM PRICE - TEMPLATE

## Our Killing Marketing Media Company

TOP LAW CLASS, LLC

### What is Top Law Class?

- ▶ Price Law Firm is a boutique law firm providing estate planning, trust, and probate legal services.
- ▶ We will create a media company that will offer educational courses in probate to attorneys and their staff.
- ▶ We have already:
  - ▶ Created a media company called Top Law Class, LLC
  - ▶ Registered domain: [toplawclass.com](http://toplawclass.com)
  - ▶ Started to create continuing legal education courses for estate planning, trust and probate attorneys
  - ▶ Applied for one course to offer continuing legal education (4 courses needed for a perpetual provider license)
  - ▶ Identified [kajabi.com](http://kajabi.com) as a software provider to offer online courses

### Buyer Persona #1 Legal Specialist

- ▶ Very experienced attorney
- ▶ Legal Specialist in Estate Planning, Trust & Probate
- ▶ Needs 36 LSCE every 3 years
- ▶ Content is irrelevant, everything is generic
- ▶ Difficult to get enough LSCE hours; Most other topics don't meet requirements

#### ▶ WHEN I'M... I NEED...

When I'm busy, overwhelmed and alone, I need someone to give me guidance of a simple process to get things done so that I can get paid.

#### ▶ BUT I WANT TO...

But I want to get things done faster, easier, and look like I know what I'm doing in front of the client and the judge.

#### ▶ SO I CAN...

So I can finalize the case, get paid, make room for more cases, and take more complex cases.



### Buyer Persona #2 Probate Attorney

- ▶ Practices in Estate Planning, Trust and Probate
- ▶ Solo or small firm attorney
- ▶ Crisis's Driven: Needs Guidance, structure and time
- ▶ Desires Simplicity
- ▶ Wants to grow practice

#### ▶ WHEN I'M... I NEED...

When I'm confused and don't fully understand the process, I don't have templates and forms in place, and I don't have anyone to turn to, I need someone to show me what to do, show me what success looks like, and tell me the solutions to my problems.

#### ▶ BUT I WANT TO...

But I want to get the case done faster, minimize errors, and be confident.

#### ▶ SO I CAN...

So I can get paid sooner, not worry, waste time, and gain confidence.



### Four Questions to Answer

#### 1. What marketing challenge/opportunity do I have?

We can market to Certified Specialist Attorneys in Estate Planning, Trust & Probate Law who need 36 hours of Legal Specialist Continuing Legal Education (LSCE) credits every three years.

#### 2. What audience and what action will help me solve that problem - or meet that opportunity?

We will become a provider to LSCE credit and provide LSCE classes that are relevant to Certified Specialist Attorneys.

#### 3. What value can I deliver to them, and how will I differentiate. (SPOILER ALERT: THIS IS THE HARDEST QUESTION.)

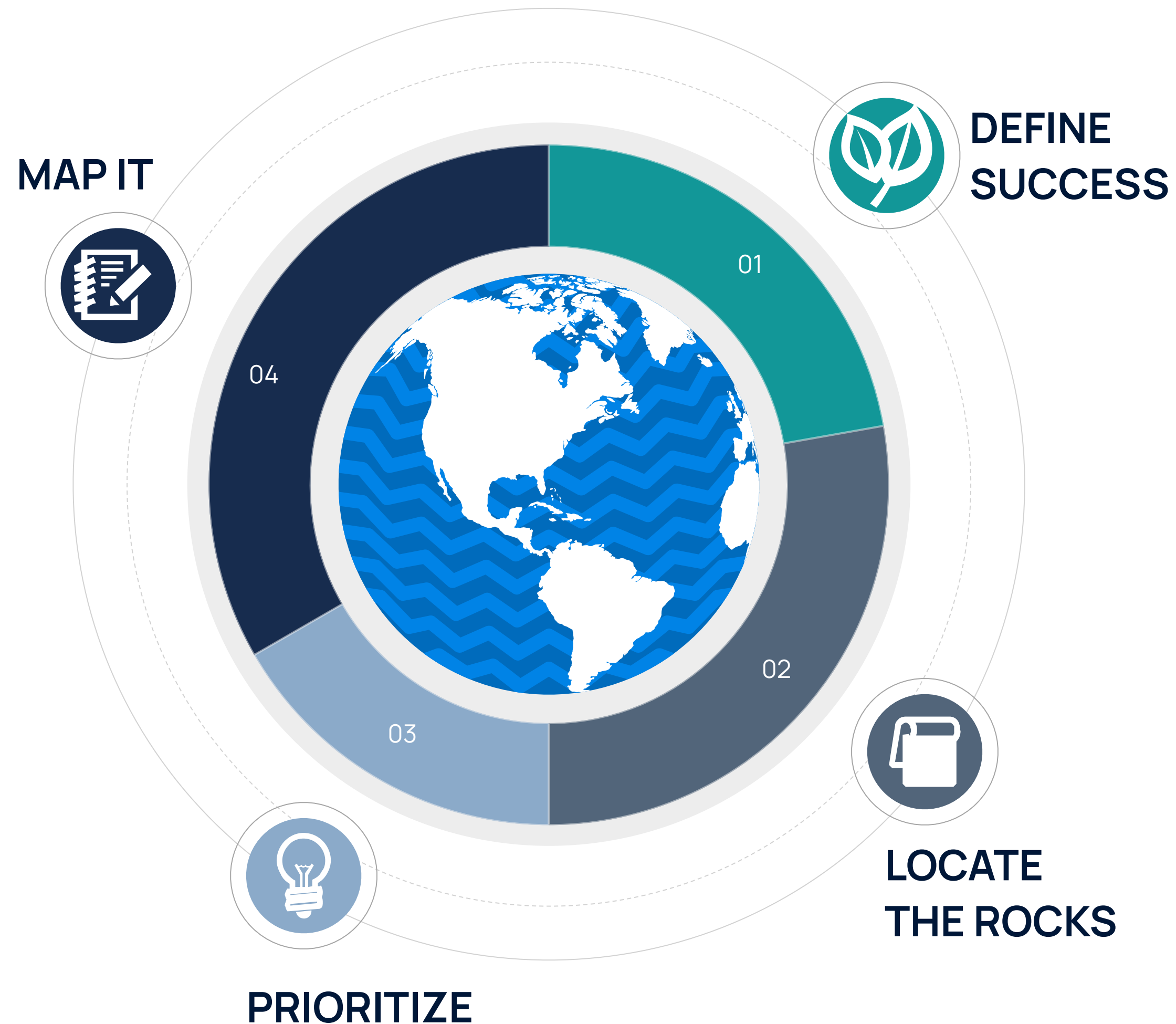
We will create classes that are easy to understand, engaging, and relevant to Certified Specialist Attorneys.

#### 4. What does success look like?

Within two years, we will have 1,000 attorneys with an annual subscription to our LSCE classes.



# WHY WE CALL IT A STORY MAP



## **AGILE SOFTWARE DEVELOPMENT**

Grouping “user behaviors” which borrows from the extreme programming of the 1990s

## **CREATIVE NARRATIVE**

An outline of major plot points, characters, setting, conflict and resolution

## **DISCOVERY DRIVEN PLANNING**

An approach for planning high-potential projects whose prospects are uncertain at the start

## **A FOUR STEP PROCESS**

Define success, find the rocks, prioritize and map the efforts

# 4 STEP PROCESS





# 4 STEP PROCESS

## Define & list

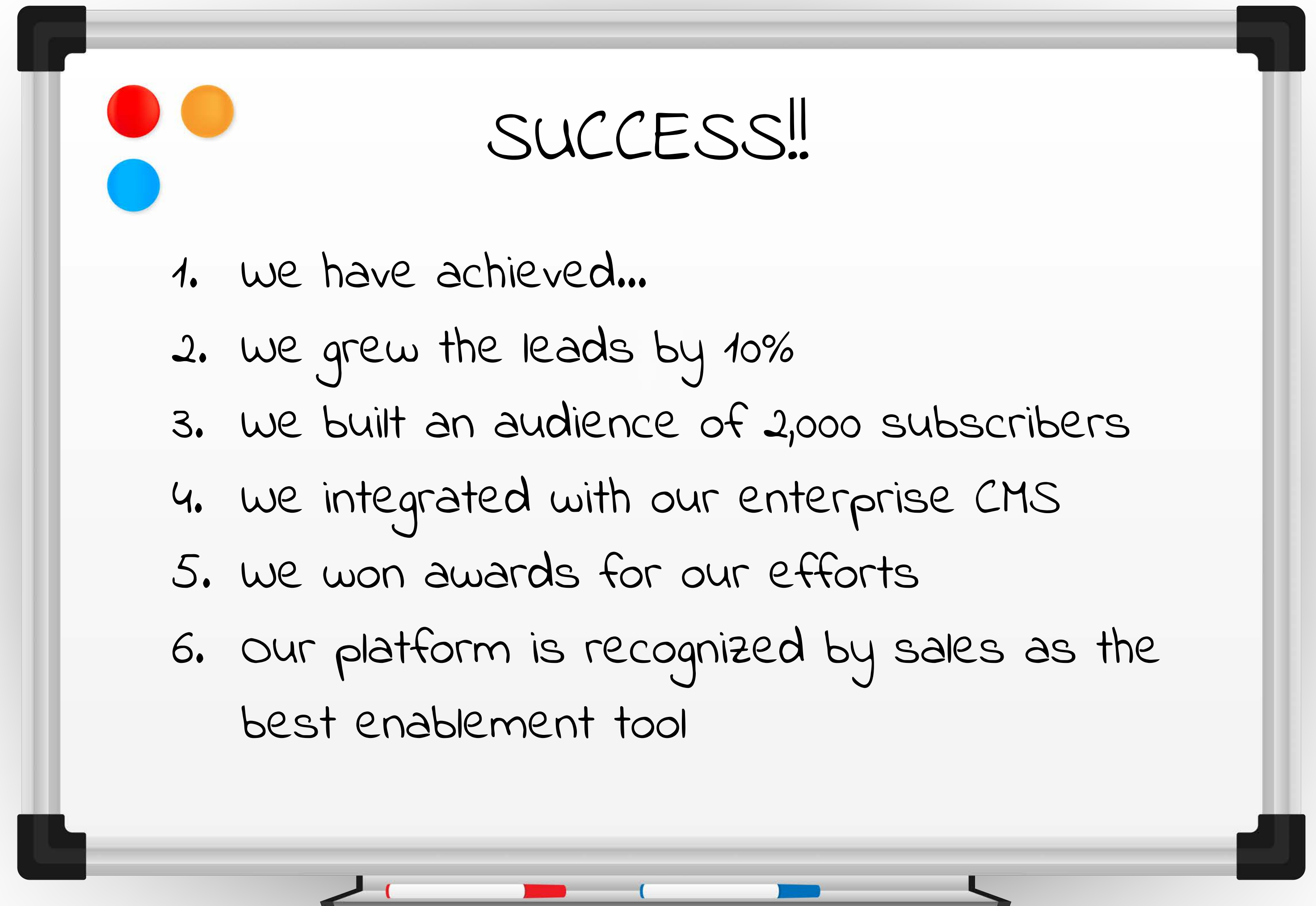
All the things we have achieved

State them in the past tense

Hint: you've already started this with your goals

## Don't set a date

Not yet This is about defining the right strategy to a timeline, not a timeline to a strategy



# STEP TWO: ROCKS

## What needs to be true?

What rocks will be in the way, and what are the assumptions that we are making that will affect our ability to reach this success?

### ROCKS & ASSUMPTIONS

1. we got the budget to do this project
2. we installed WordPress for our CMS
3. Bob and his team got out of our way
4. PR Cooperated with us on promoting our content
5. we found the right freelancer writers
6. Compliance gives us the "green light"
7. Etc



# STEP THREE: ROCKS

## Showstoppers

This thing must be true or we will not go forward, we have failed, or we will have to stop and solve

## Testable

No less important, but we can either test and iterate around this item, or there are gradations of achieving this that become showstoppers



# STEP FOUR - MAP IT

Pizza Party  
March 1, 2022

## August 1, 2020

1. Acquired new budget apropos to the scale we are planning for

## Sept. 1, 2020

2. Have cross-functional executive buy-in and get roll-out assistance
3. Built the Business-Case; have the discipline/focus to build and execute plan

## Nov. 15, 2020

4. Plan created

## Jan. 15, 2021

5. Marketing CMS requirements documented

## January 31, 2021

6. Marketing re-organization complete. Agency contracted
7. Drawn lines on the owned media platforms, and can manage marketing content on those platforms
8. Created and shared a common content calendar for all marketing oriented content.

## April 30, 2021

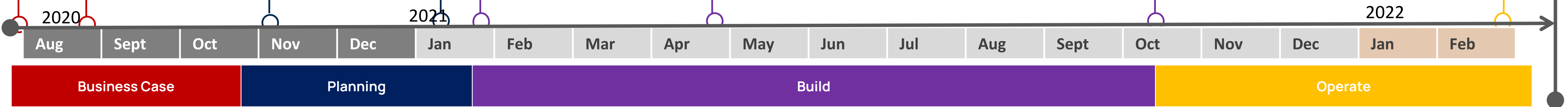
9. New hires made

## October 15, 2021

10. Capability and authority for operational protocols of content creation process (physicians, regions, national etc...)
11. Clarity on how to balance workload capacity to a 60/30/10 model.
12. 100% clarity on content ecosystem

## February 28, 2022

13. Authority to retire content.
14. Reduced publishing cycle time.
15. Marketing leading experiences and recognized as a COE
16. Created standards and guidelines for content intake into marketing
17. Clear measurement of content performance, audience engagement and centralized analytics



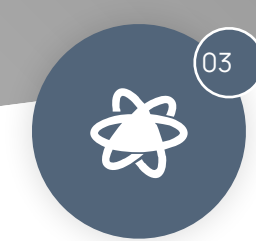
01

SET A DATE  
BE EXACT



02

WORK OUT  
END DATES



03

MAP ITERATIVE  
PHASES



# WHERE AM I??

## UPDATE

I've completely upended my project and re-did my four questions.

I'm building a community of Customer Experience consultants ([experienceadvisors.io](https://experienceadvisors.io)) - I'm calling them Experience Advisors. The idea is to build a community of people like me who need coaching and help building their practice. The JTBD for them is to have access to things that no one has access to - pricing, deliverable template, mentorship, research, etc... Goal is to deliver 1,000 of them in a community in one year . Monetized through community coin. And through transactions between members.

## NEXT STEPS: STORY MAP OUT MY PRODUCT BUILD

**Technology, Decisions on Platform, Invite beta members etc...**

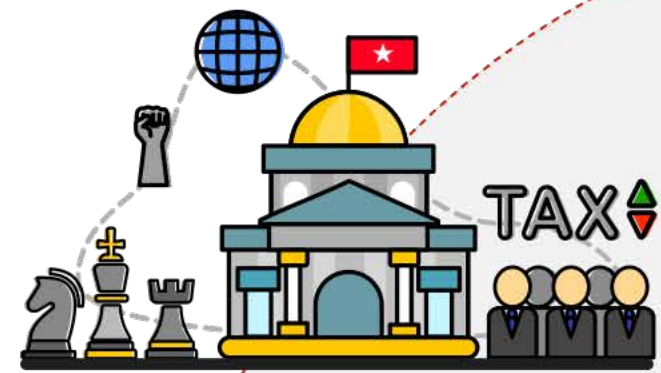
# APPENDIX SLIDES



# DO A PEST(EL) ANALYSIS IF YOU CAN

## Political & Legal

- Do we face regulation, deregulation?
- What is the political perception?
- What are legal issues in our way?



## Technological

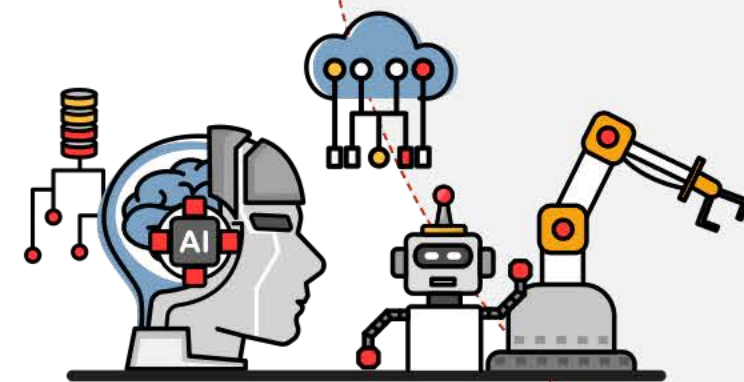
- Digital disruption?
- Short term and long-term view?
- What tech helps us be better?



# PEST(EL)

## Economic

- Globalization pressure?
- Economic outlook? Up? Down?
- What are our buyers facing?



## Social & Environmental

- Conservative? Cutting edge?
- Are we good for the planet?
- General opinion of our business?
- Perception of our products?



*(See Resources #2)*

# DO A PEST(EL) ANALYSIS IF YOU CAN

## CASE STUDY: TERMINUS

- Company launch in 2014  
Started as marketing automation, but market trends suggested focus on B2B marketing to one or small groups of targeted accounts.
- Account Based Marketing  
A change of positioning, the target market, and core differentiators driven by ongoing research
- Become thought leader  
Understand the category so well, they became a thought leader within the industry, a core piece of their marketing

The screenshot shows the Terminus website homepage. The navigation bar includes links for TOUR, PLATFORM, SUCCESS, GO TO MARKET TEAMS, RESOURCES, and ABOUT US, along with GET A DEMO and LOG IN buttons. The main headline reads "We Power High-Performing Go-to-Market Teams™" with a sub-headline "Transform how your company generates revenue." and a GET A DEMO button. A video player is embedded on the right. Below the main content are three featured articles: "May 19th: 10 amazing speakers, 3 hours, 1 Saxsquatch." with a REGISTER NOW button, "Read our Total Economic Impact™ Study" with a READ IT NOW button, and "How To Survive In A Post-Cookie World" with a LEARN HOW button. At the bottom, there is a call to action "Create More Opportunities With Less" and a testimonial from Forrester. A chatbot icon is visible in the bottom right corner.



# SOURCES OF INFORMATION

1. **Thought leaders/analysts/researchers**  
Find the most prominent thought leaders in your industry. Subscribe to them, network with them, pay them.
2. **Associations and communities**  
Join and participate in your industry's trade association. Discover what research on the industry that they offer.
3. **Direct information/research sites**  
Distributor or sales feedback sites. Review sites like Yelp, Amazon or others.  
Resourcing trend sites like Fiverr or Elance for trending skills.
4. **Cross industry research**  
Look to resources outside your industry and create a regular exploration. You'll find trends that may be early indicators.

# CASE STUDY: CONTENT MARKETING INSTITUTE

- Came from B2B Software  
In 2008 there was very little trends that even mentioned Content Marketing as a trend in marketing. No one in marketing was really talking about the term except a very few people.
- Publishing industry  
Was seeing astronomical growth and interest in their “custom content” programs and the way that content could be developed for advertisers
- We began to capture  
The information from the publishing industry and ask what the implications were for marketing organizations that wanted to “build” this strategy

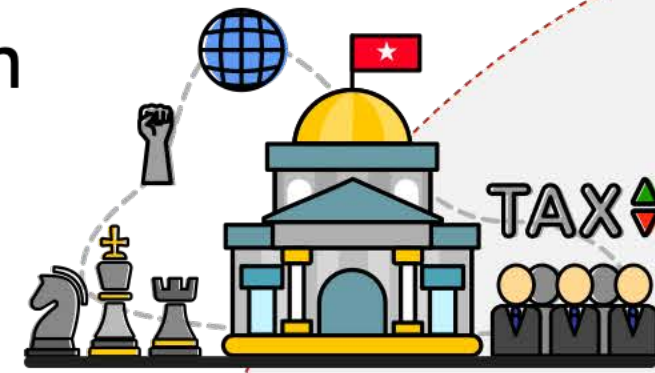




# WHAT TYPES OF QUESTIONS?

## Political & Legal

- Is our industry looking at regulation or deregulation?
- Will we face pressure on taking a stand on political issues?
- Is our industry considered one way or another on political or legal issues?



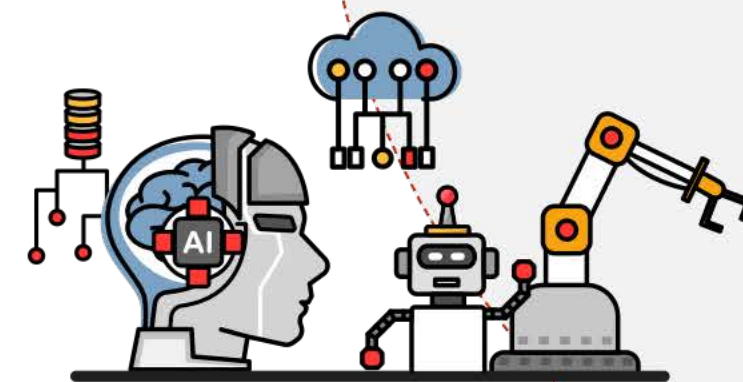
## Technological

- What are the technological disruptions in our business?
- Are we being disrupted?
- What is the short term and long-term view of our industry regarding tech



## Economic

- What does market segmentation look like in our industry?
- Is our customer base aging out?
- Are there regional, economic or cultural segmentations?
- Do we understand the economics of our buyers? Are their industries in decline or growing?
- What are the financial models for our business? Are they changing?



# PEST(EL)



## Social & Environmental

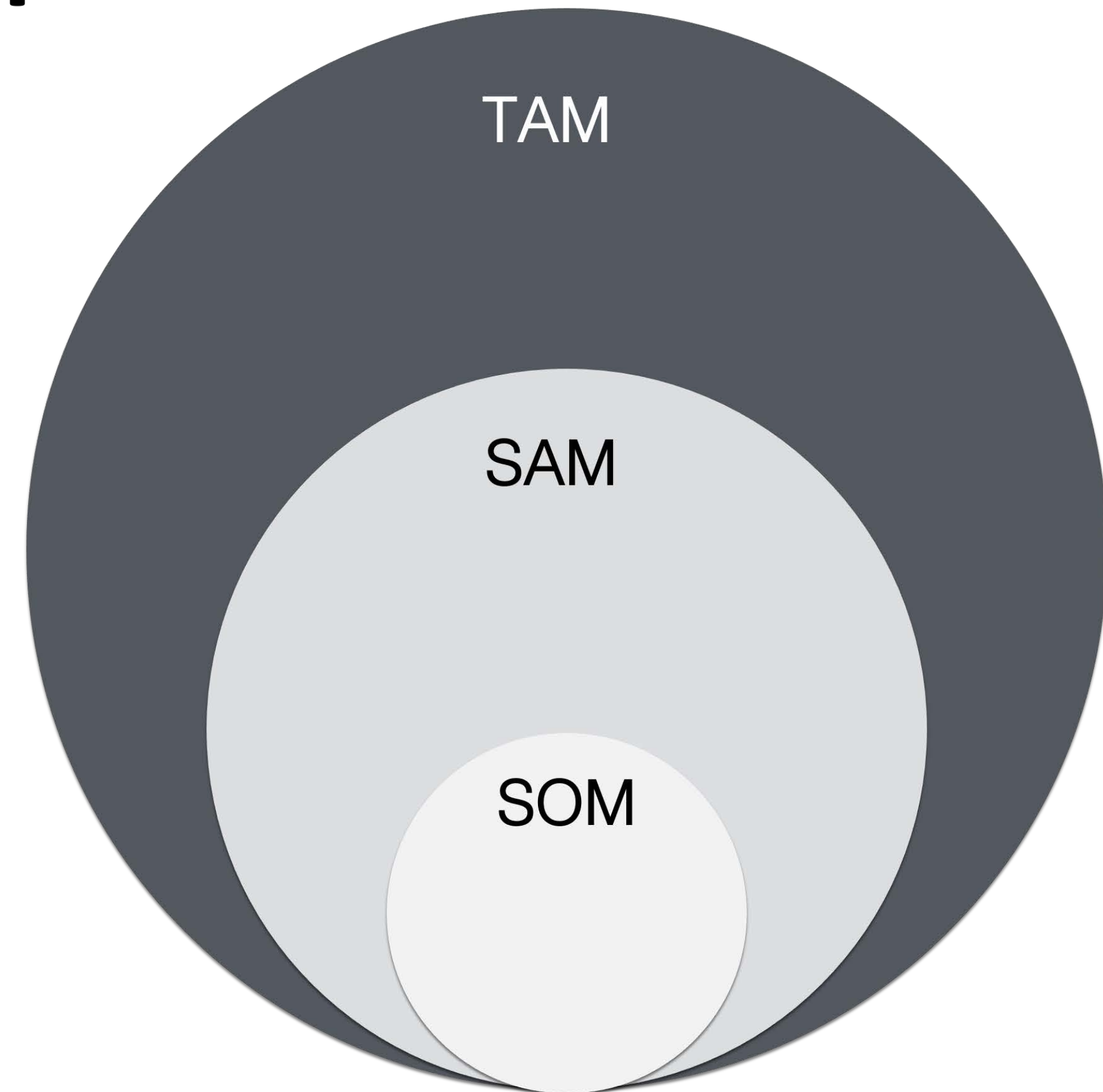
- What is the cultural environment for our industry?
- Are we considered old school? Cutting edge? Boring? Exciting?
- How does the world see our product?
- Are we good for the planet? Bad for the planet?

*(See Resources #2)*

# VALIDATE YOUR AUDIENCE SIZE

## MARKET SIZING INSIGHT

- **TAM (Total Addressable Market)**  
The total market demand or opportunity for a product or service. The TOTAL number of people who could have useful need for what you offer
- **SAM (Service Addressable Market)**  
This represents the number that you can realistically expect to serve, or that can realistically acquire your product
- **SOM (Service Obtainable Market)**  
The portion of the SAM that you could realistically capture. Given your maturity and market conditions, what share of the market can you actually transform

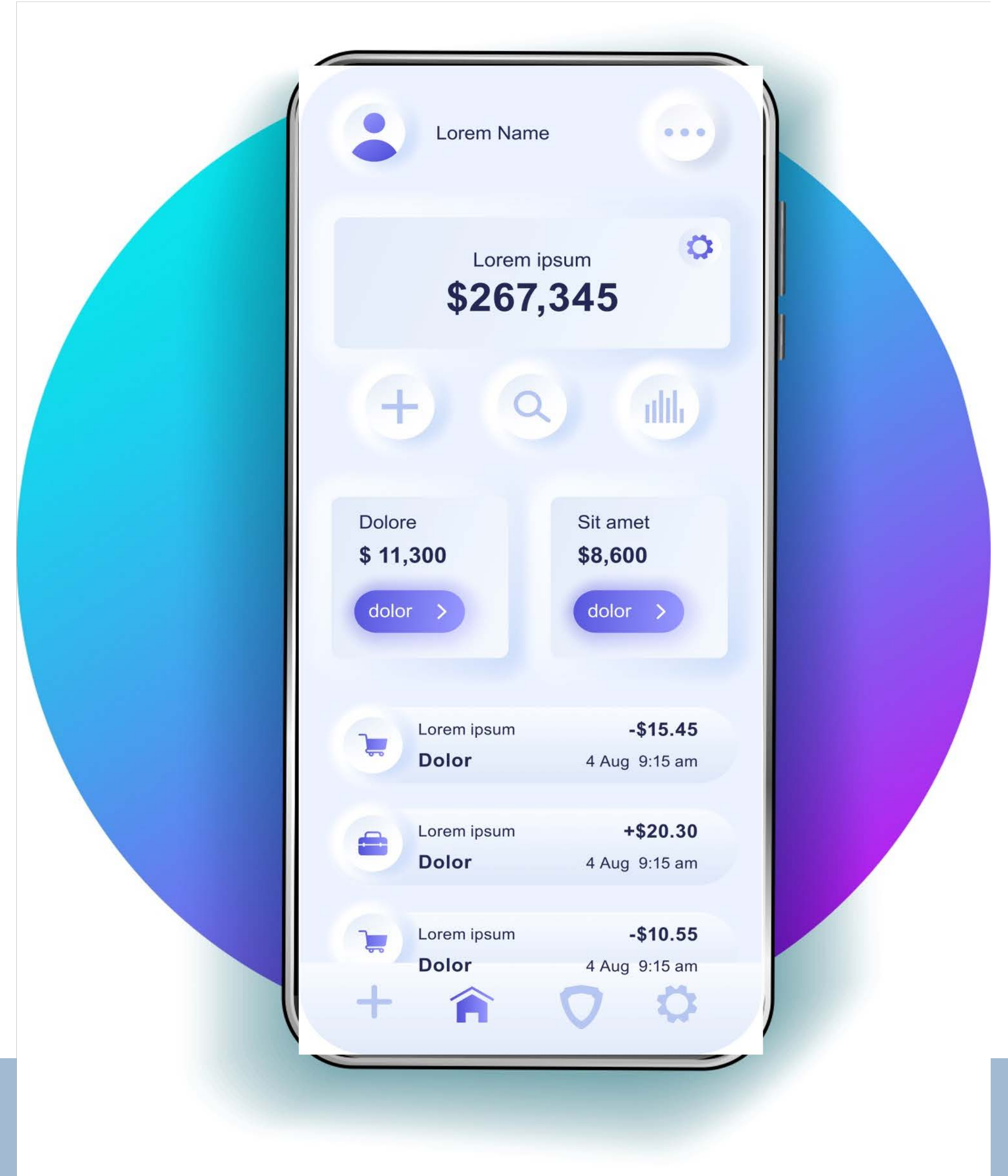


*(See Resources #3)*



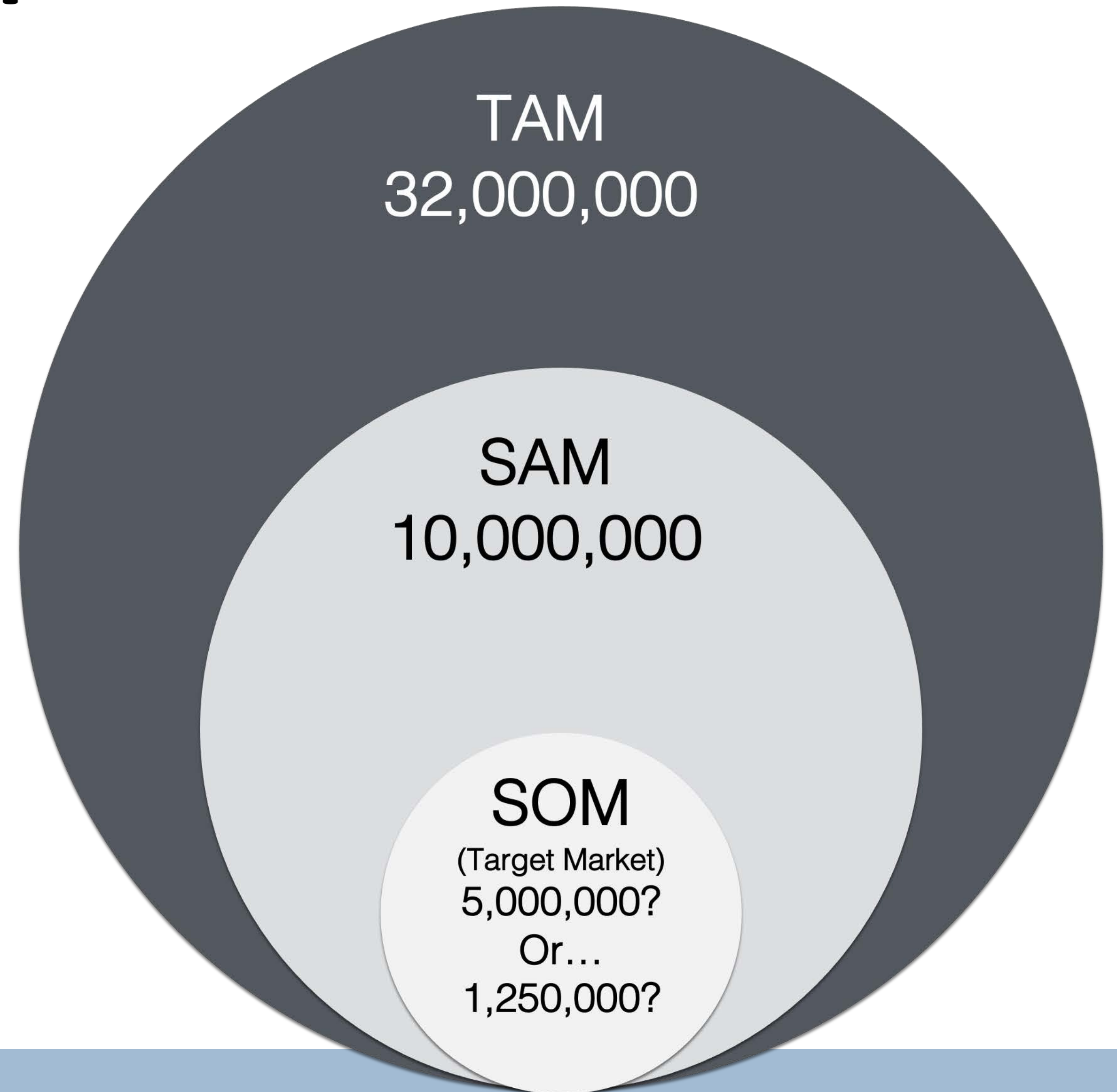
# AN EXAMPLE – A B2B SOFTWARE COMPANY

- **Product: A Mobile App**  
It helps Finance Managers or Business Owners manage their small business finances online.
- **Their TAM**  
All SMB's that are less than 100 employees in the United States - ~ 32 Million Businesses
- **Their SAM**  
Product is only available on iPhone
- **Their SOM**  
SMB Owners who are of an age and attitude to manage their banking online. And – there are four other competitors.



# MARKET SIZING INSIGHT

- Their Total Addressable Market  
Is 32 million businesses
- Their Service Addressable Market  
Represents only people who have iPhones. It's about 27% of the total market share today – or ~10 million
- Their Target Market or SOM  
Not all SMB Owners currently utilize electronic banking. And they are not the only provider of this solution. There are four other competitors

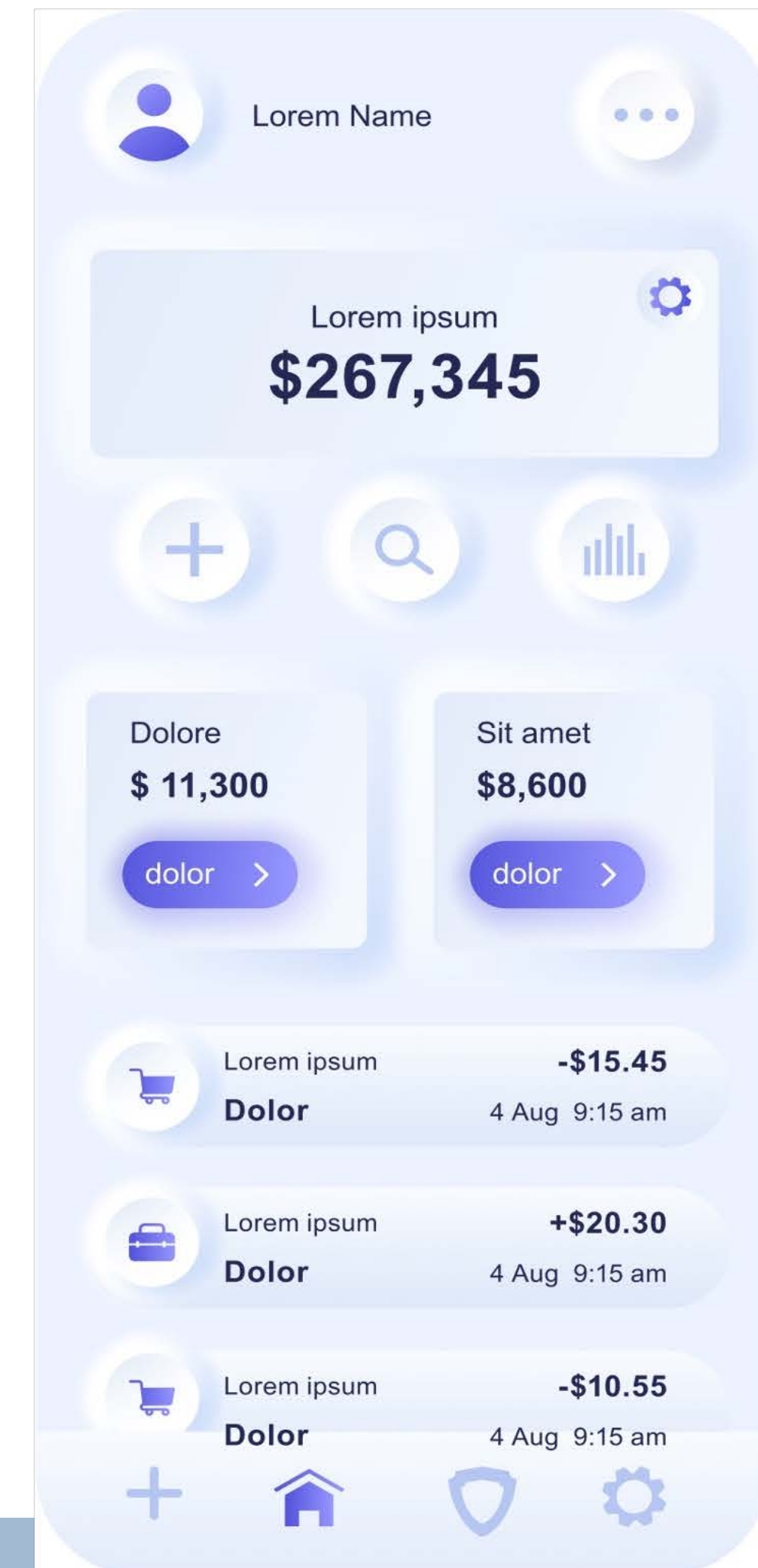


*(See Resources #3)*



# NOW WE CAN SET CLEARER OBJECTIVES

- Product pricing  
We know that we will be pricing our product at \$50
- Three other competitors  
They believe that if they focus on the “net new” marketplace they can capture 25% of market
- 25% of marketplace  
\$62.5 Million in revenue for the 25% market share.
- But if....  
They had an Android version – the SOM goes to 14.8 million and capturing 25% of that target market takes the revenue potential to \$185 million.



# WHAT IS USEFUL IN A COMPETITIVE ANALYSIS?

## MICHAEL PORTER'S FIVE FORCES



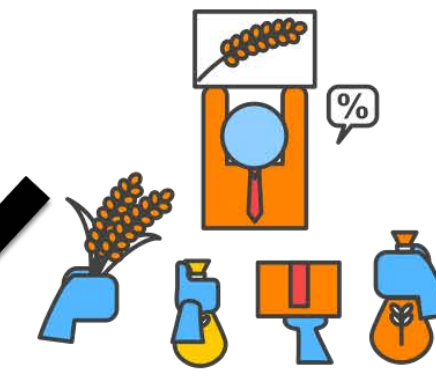
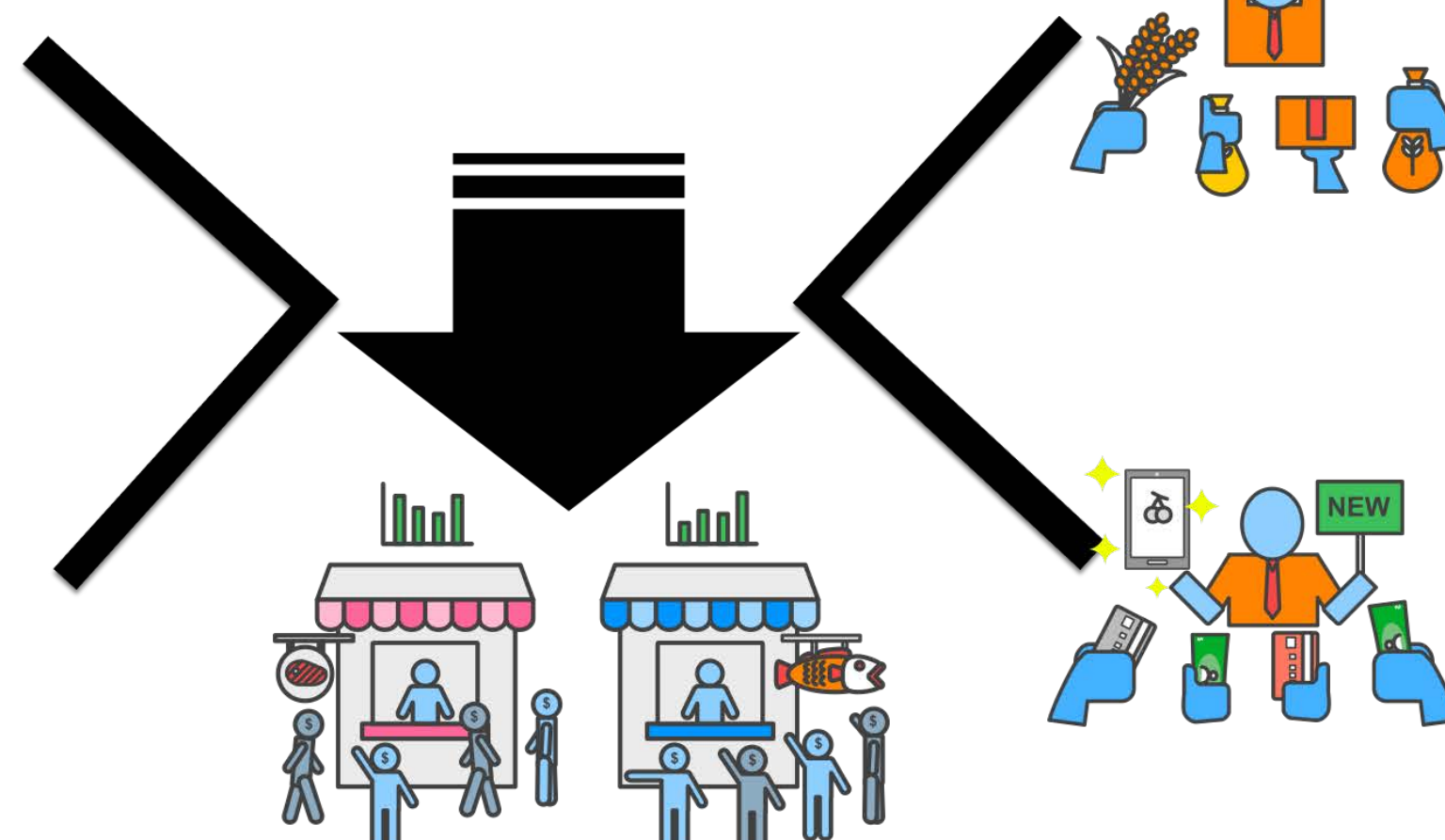
### Substitute Products

What other products exist for your market that can substitute the need or want that your product meets?



### Threat of New Entrants

What other products exist for your market that can substitute the need or want that your product meets?



### Bargaining Power of Suppliers

What exclusivity or relationships to you have with the “ingredient makers” or the suppliers who enable your business? Do other competitors have this as well?



### Bargaining Power of Buyers

What alternatives are available that give buyers the power to demand discounts or other bargaining power



### Rivalry Among Competitors

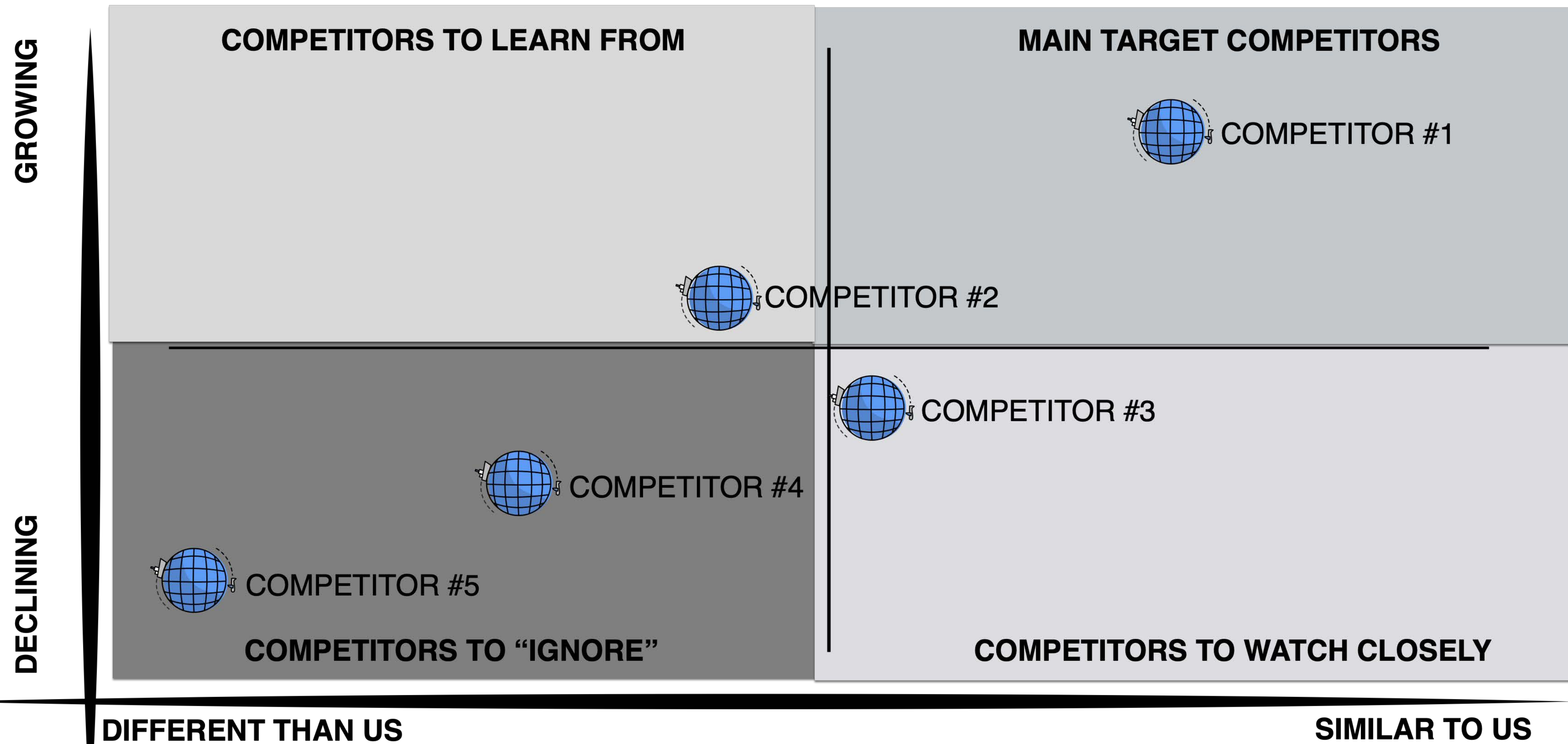
Who are our real and immediate competitors doing that we should do differently? What are they doing that we should copy? What are they not doing that we should do? And what are we all doing that we should stop doing?



# COMPETITIVE QUESTION SET

- Direct competitors  
When we lose, who do we lose to and why?
- Product offering and position  
What is their product offering? Completely different? Or identical?
- Financial  
How do they price? What is their financial model?  
How much are they spending on marketing and sales
- Market share  
Are they growing, shrinking?
- Past and present strategies  
What have they been doing, and what are they doing now?
- How competitive are they really  
If we're honest, are they better, as good, or worse as a choice for consumers right now.

# COMPETITIVE ANALYSIS



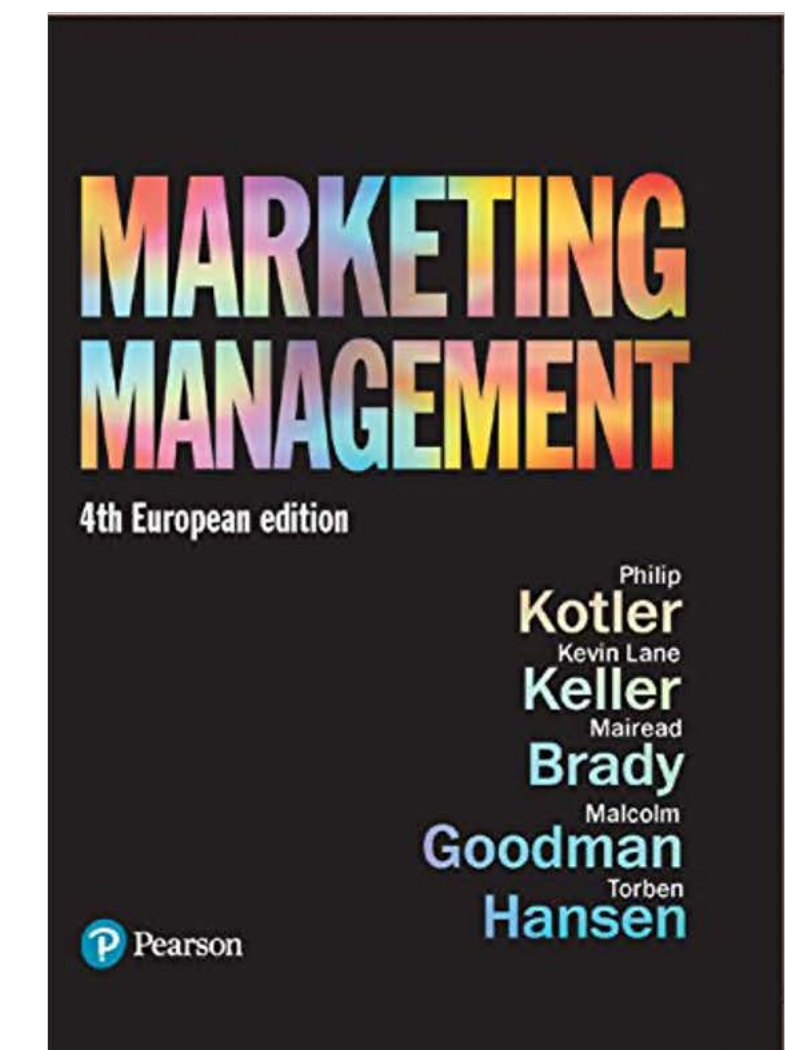


# BOOKS TO EXPLORE:

1. [Budget Percentages For Marketing – 2019](#)
2. [Pestel Analysis Overview](#)
3. [Market Sizing Overview TAM, SAM, SOM](#)
4. [Michael Porter's 5 Forces That shape Strategy](#)



[Competitive Strategy](#)



[Marketing Management](#)