Creating a Marketing Plan that Drives Results

Presented By:
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AGC Business Development Forum

- Over 700 Active Members all company types and sizes

- 10 Member Steering Committee

- https://www.agc.org/connect/agc-groups/business-development

- Business Development Specific LinkedIn Group
  - https://www.linkedin.com/groups/7064844
Top 5 Reasons You Need a Plan

1. Businesses with a plan have a 50% higher success rate
2. To force you to research and really know your market, your competition and your customers
3. To uncover new opportunities
4. To benchmark your success – and failures
5. To keep everyone moving in the same direction
Definitions

- **Strategic Plan**
  - 3-5 Year Outlook
  - Defines Firm’s Relationship to Its Markets/Clients
  - Creates a Distinguishing Culture and Image
  - Provides Communication to Entire Firm

- **Marketing Plan**
  - The One-Year Increment
  - Features Specific Action Items
Strategic Plan: Your 3-5 Year Road Map

Provides:

• Consensus
• Clarity
• Control
• Consistency

✓ Eliminates Guesswork about Where/When
✓ Leads to Sustainable Competitive Advantage
Start with the Basics
Strategic Planning – Mission Statement

Defines the core purpose of the organization:

• Supplies energy and motivation

• Inspiring

• Long-term vision

• Easily communicated and understood
Mission is the “heartbeat”:  

• Who you are  
• What you do  
• What you stand for  
• Why you do it
Marketing Plan – *the 1-Year Component*

- Based on Strategic Plan
- Links the Two Together
- Next Level of Detail
Why Is a Marketing Plan Important?
Where are You?

CURRENT SITUATION

YOU ARE HERE.
Current Situation

• Narrative
  • Viewpoint on successes and misses
  • Clients
  • Markets
  • Operationally
  • Marketing approach
  • Internal projects
Strategic Alignment is Key
Play to Your Strengths, Seize Opportunities
# SWOT

<table>
<thead>
<tr>
<th>INTERNAL</th>
<th>EXTERNAL</th>
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<tbody>
<tr>
<td>STRENGTHS</td>
<td>WEAKNESSES</td>
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<tr>
<td>OPPORTUNITIES</td>
<td>THREATS</td>
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What’s Next?

MARKET SECTORS & SERVICES
Define the Market

By Project Type
By Client Type
By Geography
By Service
Market Trends

- Projected Volume
- Life Cycle?
Data Drives Strategy

COMPANY BASELINES
Performance and Experience Record

• # of Projects
• % of Billings/% of Profits
• Win Rate
• Performance
• Amount of Repeat Work
Client Analysis

Current Clients

- Who
- Market
- Referral
- Service
- Attributes
- Delivery Method

Prospective Clients

- Who
- Where
- When
- Differentiator
Client Retention Matters
# Client Retention: Zipper Model

<table>
<thead>
<tr>
<th>Client &amp; Project Partner</th>
<th>Contacts</th>
<th>Role(s)</th>
<th>Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Nashville</td>
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<td>Arizona State University</td>
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![Zipper Diagram]

Your Firm  

Client
Know Your Competition
Competitive Analysis

• What Other Firms Do This Work?
• What are Their Strengths & Weaknesses?
• How Do We Compare?
• What Competitive Benefit Do We Have?
# Competitive Analysis

<table>
<thead>
<tr>
<th>FACTOR</th>
<th>Your Firm</th>
<th>Strength</th>
<th>Weakness</th>
<th>Competitor A</th>
<th>Competitor B</th>
<th>Importance to Customer</th>
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<tbody>
<tr>
<td>Services</td>
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<td>In-House services</td>
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<td>Associations</td>
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<td>Team</td>
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<td>Size of Work</td>
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<td>Market Sector</td>
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<td>Trade partners</td>
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<td>Marketing</td>
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<td>Website</td>
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Making Order Out of Chaos

GOALS & TACTICS
Goals, Objectives and Strategic Tactics

• Goal – broad statement of desire
• Objective – what you must do to achieve the goal
• Strategic Tactic – what/how to do it
• MUST have a who (name) and when (date)
Goals, Objectives and Strategic Tactics

- Specific
- Measurable
- Attainable
- Relevant
- Timed
The Tangibles
Business Development

• Client Retention
• Client Attraction
• Activities include:
  • Associations
  • Sponsorships
  • Entertainment
  • CRM
  • Trend Research and Conferences
Marketing Influencers

- Website
- Brand
- Collateral
- Client Satisfaction
- Quality
- Professionalism
- Social Media
- Awards
- Public Relations
- Association Involvement
- RFPs/RFQs
- Community Involvement
- Networking
4 Levels of Marketing Activities

- Need
- Desire
- Interest
- Awareness
# Marketing Calendar

<table>
<thead>
<tr>
<th>JAN</th>
<th>FEB</th>
<th>MAR</th>
<th>APR</th>
<th>MAY</th>
<th>JUN</th>
<th>JUL</th>
<th>AUG</th>
<th>SEPT</th>
<th>OCT</th>
<th>NOV</th>
<th>DEC</th>
<th>COMMENTS</th>
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<tbody>
<tr>
<td>Online Advertising, Social Media</td>
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<td>Beginning in Aug 2016</td>
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<td>Eblasts/Website</td>
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<td>Begin website before new year</td>
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<td>Printed Collateral</td>
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<td>BD Meetings, Lunch &amp; Learns</td>
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<td>Begin in fall before holidays</td>
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<td>Interactive brochure</td>
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<td>Recommend interactive piece to accompany BD efforts</td>
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<td>Association/Networking</td>
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<td>Begin budgeting and applying for associations in Fall for 2017</td>
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<td>Sponsorships</td>
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<td>Advertising in publications</td>
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<td>Anniversary campaign to begin in 2017</td>
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<td>Client Retention Activities</td>
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<td>Activity/gift before end of year</td>
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<td>Press Releases/Awards/Lists</td>
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<td>Set goal to begin this process in new year</td>
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</tbody>
</table>
What Does It Cost?
Budget

3 Approaches:

• Percentage Method
  • % of Revenue

• Historic Method
  • Based on year previous

• Goal based Method
  • Most comprehensive and realistic
  • Each item in the plan has a cost
Budget

• Benefits of having a Budget?
  • Accountability
  • Justify Expenses
  • Expenditures are well-thought out
  • Measurable success
Budget

• **What Standard Items Go Into a Budget?**
  • Labor
  • Collateral
  • Associations/conventions
  • Entertainment
  • Research
  • Interviews
  • Ads
  • PR
  • Awards
  • Subscriptions
  • Video/photography

• **Goal-Based Additions to the Budget:**
  • Goals and Tactics costs
  • Resources identified to achieve goals
Evaluation Criteria

- Identified Opportunities
- Number of Wins
- New Clients
- Volume Increase
- Increased Perception/Awareness
Summary
Questions

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