

Why you need expert help to shape your marketing strategy

Matthew Stibbe Articulate Marketing

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Agenda

Why strategy is important

Strategy failure modes

How experts help you succeed



Why strategy is important



What is strategy?

A plan of action designed to achieve a long-term or overall aim

- Wide range of options but finite resources and time - if anything's possible, what's important?
- Very highly geared - amplifies the consequences of good or bad choices
- The alternative to doing the same thing and hoping for a different result





"Efficiency is doing
things right;
effectiveness is
doing the right
things."

Peter Drucker

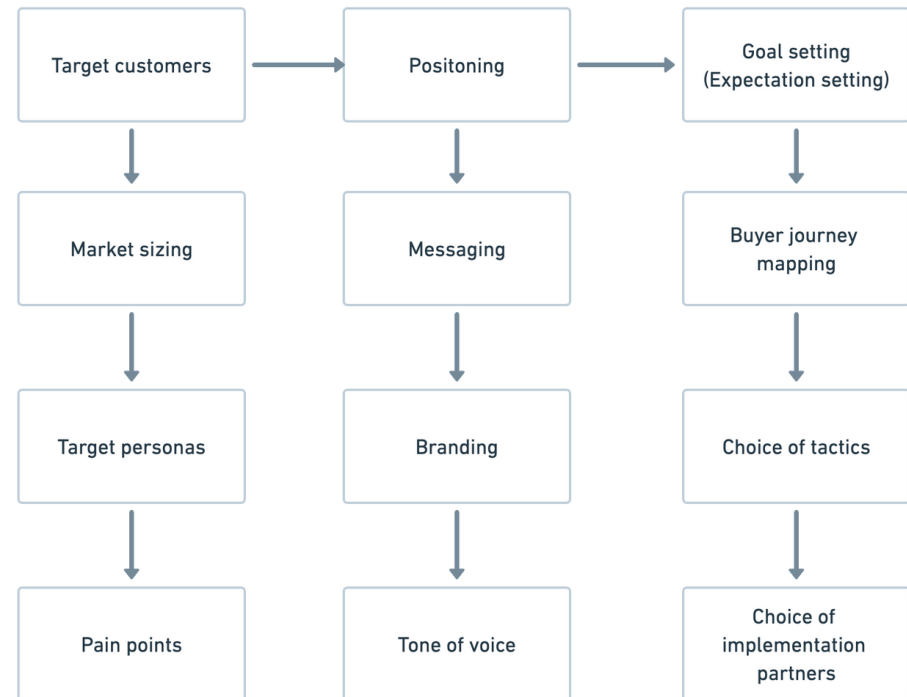


You can only get into the top right hand corner with a good strategy



Elements of marketing strategy

👉 If you don't know these things on a deeply considered and validated level about your business, you don't have an effective marketing strategy



The cost of a bad strategy is rarely obvious

How do you measure...

- Missed opportunities
- Delayed, slower growth
- Wasted investment
- A long, steep, expensive learning curve



Strategy failure modes



Spoiler alert

A good marketing agency (ahem, Articulate) can help you avoid these common problems



Lessons from TV's Grand Designs

'We're going to be our own
project manager' = late and over
budget

Good intentions and short-term cost efficiency is
not the same thing as strategy





Jim Barksdale
NETSCAPE

HiPPOs

Be wary of HiPPOs – 'highest paid person's opinion'. Intuition is not the same thing as strategy. Often, HiPPOs are the biggest obstacle to meaningful change.

If we have data,
let's look at data.
If all we have are
opinions, let's go
with mine.

#STARTUPQUOTE · 13

STARTUPQUOTE.COM



Person in the mirror

Your customers are not necessarily like you

- They're not necessarily interested in the same things you are.
- They don't buy your products and services for the same reasons you created them.
- You might need to be an expert to deliver your work but they don't need to be an expert to consume it.



Confusing activity for strategy

Underpants Gnomes



Confusing tactics for strategy

Random acts of marketing are not the same as a well-executed marketing strategy. There are no silver bullets.

'We tried that last year and it didn't work'



Confusing outcomes for strategy

Sometimes also confusing sales for marketing

'I don't want to bother with all this marketing stuff, just get me the ten people who are going to buy my product this quarter.'



Smooth pebble

Fear of alienating some potential customers means you miss out on effective differentiation.

'It's better to be a pirate than to join the navy.' - Steve Jobs

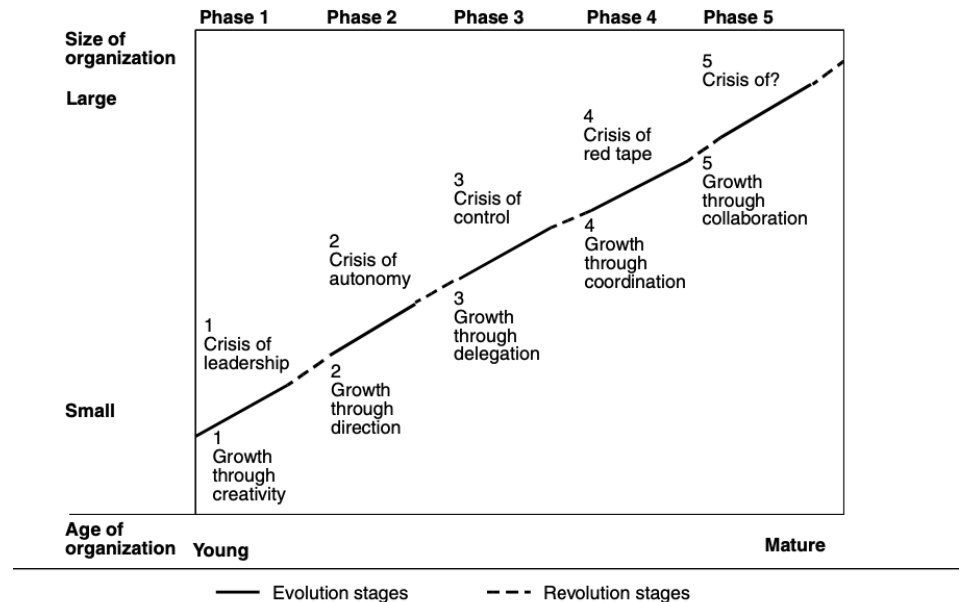


What got you here won't get you there

A lot of smaller tech companies get started because they can sell their passion and expertise and grow by reputation and referral.

This is not a scalable strategy.

(Diagram from The Five Stages of Small Business Growth by Neil Churchill and Virginia Lewis, Harvard Business Review May-June 1983)



The Dunning-Kruger Effect

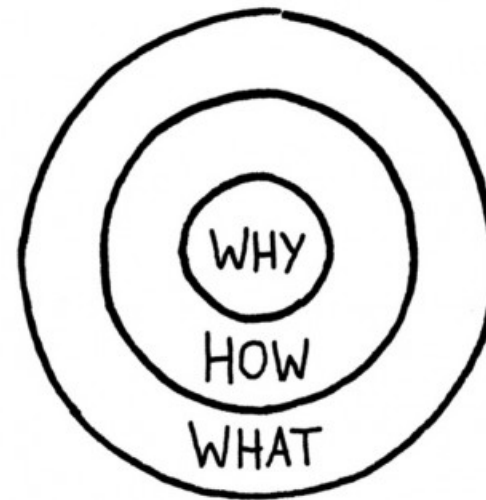
Expertise is not fungible

You can be a genius at sales, product design, entrepreneurship etc. but that doesn't make you an expert at marketing.



All what and no why

The big questions are hard to answer not because they're complex but because they are important.



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What

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

How

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

Why

Very few organizations 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 organization exists.



Lazy assumptions

The more work you do, the better your strategy will be.

You can never go wrong by spending more time on deeply understanding your customers and their real, validated needs.

Identifying meaningful data and discarding irrelevant data is fundamental.



Prince Charles

- Male
- Born in 1948
- Raised in the UK
- Married twice
- Lives in a castle
- Wealthy & famous



Ozzy Osbourne

- Male
- Born in 1948
- Raised in the UK
- Married twice
- Lives in a castle
- Wealthy & famous



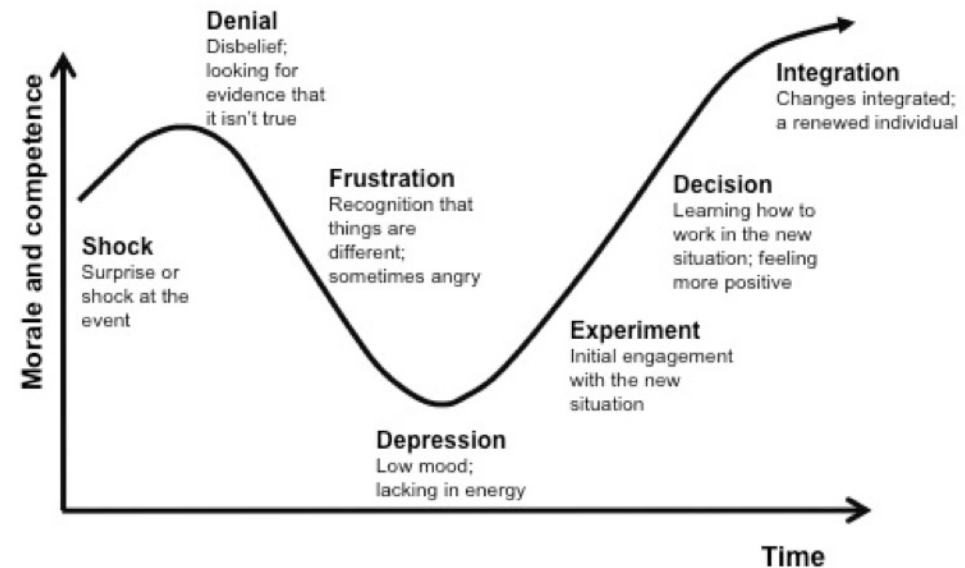
Resisting change

Strategy means change and change is hard

Sometimes harder for founders, leaders and experts in clients than for their employees.

Elrod and Tippett (2002) suggest that organisational *change* causes people to experience phases of the grief process identified by Kubler-Ross

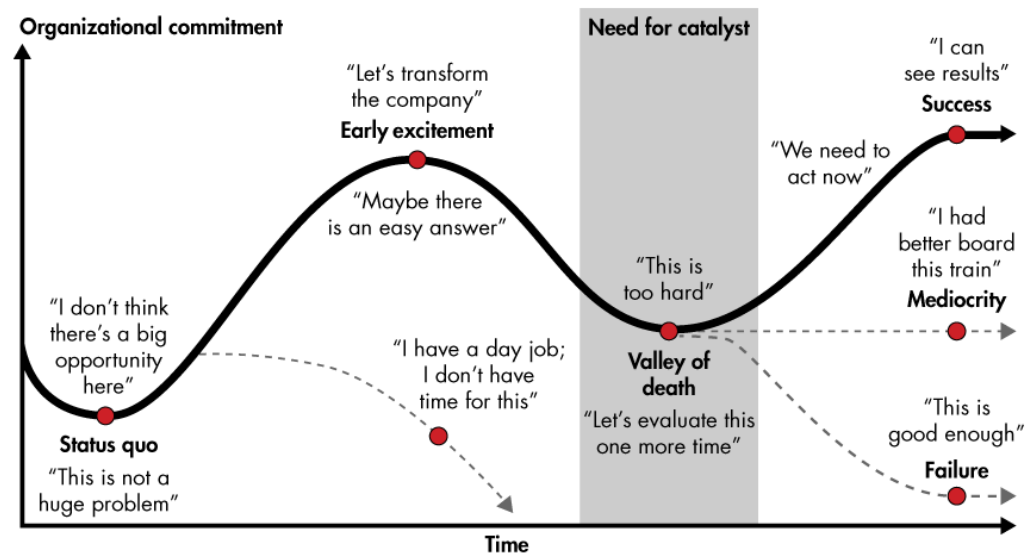
The Kübler-Ross change curve



Giving up too soon

Strategy is the roadmap, not the journey.

Figure 1: Beware the "valley of death" in change programs

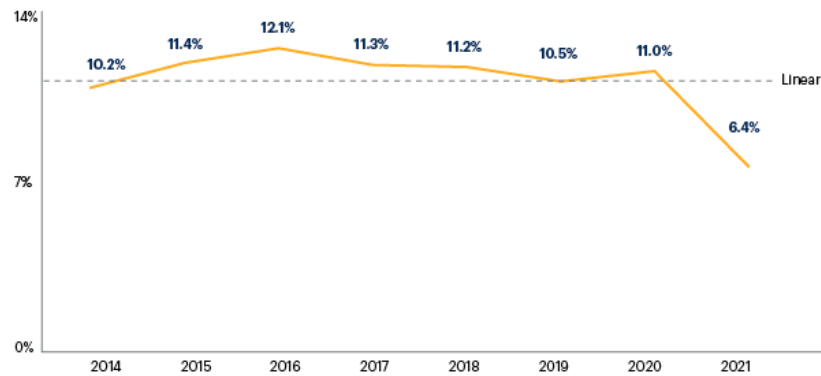


Source: Bain & Company



2021 Marketing Budget of % of Total Revenue

Mean Percentage of Budget Shown

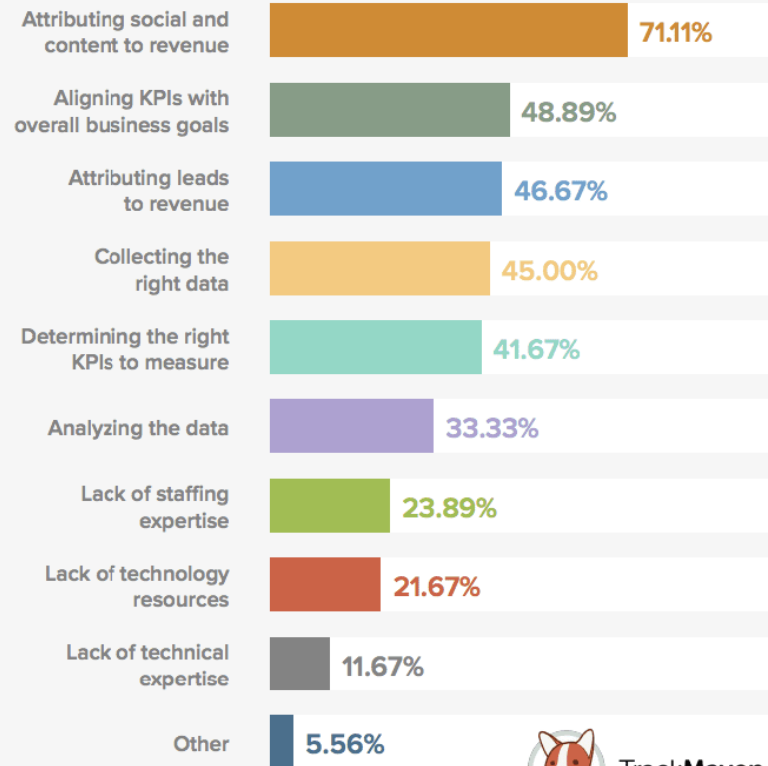


gartner.com

n = 400 marketing leaders (2021), 342 (2020), 342 (2019), 618 (2018), 350 (2017), 375 (2016), 424 (2015), 263 (2014), excluding Don't know
 Q. What percentage of your revenue is allocated to your total marketing expense budget for the current fiscal year?
 Source: Gartner CMO Spend Survey, 2021
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Top Challenges for Proving Marketing ROI



TrackMaven

Not spending enough on marketing

Spending too much on the wrong thing
 Not knowing what works



Articulate Marketing

What you get from experts



How experts help you succeed

- Experience (e.g. a typical project team at Articulate will have a combined 10-30 years of marketing experience)
- Structured diagnostic process, tools and frameworks so you pay for more creativity and less for re-inventing the wheel
- A friendly challenge to accepted wisdom and the ability to speak truth to power
- Cost-effectiveness - you don't need marketing strategy all the time but you can buy a timeshare



Nobody goes to the cheapest brain surgeon

An expert's value is not measured by their hourly rate but by the results they deliver



"This coconut represents your head."

CartoonStock.com



And finally...





Let's talk

Video and slides appearing soon on articulatemarketing.com

Email me with questions at matthew@articulatemarketing.com

Book a call with me: www.articulatemarketing.com/meet

