The following are sample pages from the various workouts available from **Marketing Hawks**:

***Thank you** for your interest* in **Marketing Hawks** Workouts!

Marketing Hawks

People / Package / Brand

Essential Marketing Vision for Small Business

Exercises

furniture store is crossing into the home improvement arena. This may be a great way for the company to increase sales. The existing customer base may support the initial expansion into the new product line; however at some point the furniture store is probably going to need to create a separate brand to really move the outdoor patio rooms. This shouldn't be feared or sidestepped: this is the normal result of business success.

Determine Market Focus

If you already operate in multiple markets under multiple brands, then whichever brand you focus on needs to be an 80/20 decision on your part. You need to determine what market is most important for your company to examine first. If you initially decide to attack a market where your profits are small, that's fine as long as you clearly understand that's what you are doing.

Here is a chart which will help you to determine which of your markets you should focus on first. Remember that this is only a guide. The real goal is to help build the most long term profits for your company.

	Your Brand's Name	Market the Brand Competes In	% of Your Overall Bottom-Line Profits	Your Brand's% of Market Share
Your Brand #1				
Your Brand #2				
Your Brand #3				

The reason we ask about market share is to *determine if there is room for you to grow the market or grow your company share in the market.* You need to decide this. If there isn't any room to grow the overall market, and you already have a well-established brand, then you may want to try and first explore a market where there is some room for growth.

It is really your decision. You just need to make sure that you are applying your

If your brand isn't well-established in a market, but you reasonably think you can take market share away from a weaker competitor, then that may be the market to attack first.	Alternatively, if your core brand is mature and is the largest contributor to your profits, you may want to make sure you are doing all you can to <u>defend</u> your current position. The core brand may be what you want to tackle, first, even if it is not going to grow much.

Introduction

A core tenet of Marketing Hawks is the understanding that our clients know their businesses better than we ever will. This is so important to us it is Our Business Philosophy Rule #1. If you are ready to commence on this Workout, we presume you have a solid idea of your brand's identity. If not, you might want to take a look at our **Brand: Identify the Identity** Workout.

In the space below, use 50 words or less to describe who your company is.

There's no need for any more writing just now. We just wanted to get you thinking about who your company is before you begin with the rest of this workout.

> ## Marketing Hawks examines three distinct areas of development of the brand banner:
>
> 1. Identify the Brand. This is the "Weaving" of the Brand Banner.
> 2. Plant the Brand Banner. This involves identifying where your brand is, relative to the competition.
> 3. Wave the Brand Banner. This involves getting out there and actually promoting the brand.

You've possibly heard us say this before, but at the risk of being repetitive, we need to skim over the following quickly. Brand forms the base of our triangle. Brand is the foundation your business is built upon in the mind of the customer. When you put a heavy load on a weak foundation, a crooked and cracked house is the inevitable outcome. It's no different when building your business.

Brand is really your company's identity. Do you think your customers pick up your company's identity by osmosis? Or, by that latest brilliant advertising slogan? Sometimes. But, like most small businesses, chances are that new customers learn of your brand from another customer or from one of your employees.

Tools

1. New Idea VIC Checklist.

This tool can help you with any new idea you are launching. It could be a new campaign, a new brand headline, a new media. Modify as you see fit. The main thing is this: Use a checklist or some other type of cheat-sheet as an aide in your meetings. If you can't fill out during the Bloom Team meeting, then please fill out *immediately afterward.*

Description of New Marketing Idea:

Team Member	Validate (Y/N)	Criticize
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Next Steps:

Refine? (If criticism outweighs validations, you need to refine.)

Target date to bring up to Bloom Team again: _____

Implement? Next Steps for Chief Marketer: _____

_____

Next Steps for Bloom Team: _____

_____

Questions

4. An Attraction Question

How do you attract your future "Crucial Few" customers? In other words, how do you *prospect* for people who look just like your current best customers?

A. _____   same as any other prospects

B. _____   unique program, targeted to this type of prospect

<center>**********************************</center>

OK, let's examine some of your answers to the questions above.

Question One. Does your business have best customers?

Some businesses really don't have crucial customers.   All their customers tend to contribute the same amount to the bottom line. This isn't necessarily a bad spot to be in. But, if you find your business in such a position, a couple of supplemental questions to ask are:

Is there some way I could move any of my current customers up to a more profitable level, by selling different products? Could I induce some of these customers to buy *more* each time? Could I persuade some of them to buy more *frequently*?

This leads us to an important distinction in looking at all customers. **RFM** is a concept used by many direct marketing companies that you can also use as a reference point when examining your customer base.

- **R** Recency.   When did they last purchase?
- **F** Frequency.   How often do they purchase?
- **M** Monetary.   How much do they buy?

Direct Marketers, especially catalog companies, have been profitably using a combination of RFM for decades. These companies look at each element—Recency, Frequency and Monetary Amount, and create a unique "score" for each and every customer. The catalog company next uses this score to determine which customers receive more catalogs during a year. The score, then, drives the marketing spending.

Note that the score isn't necessarily just a function of "who spends the most". Over time, purchasers who spend a small amount, frequently, can be more profitable than customers who make just one or two larger purchases and then stay dormant for years.

Exercises

Wander about the store a bit, if you want. Is the signage consistent, up there in the top layer? Is the store a bit inconsistent here? Or is it in agreement throughout?

No need to spend overly much time on the top layer. But we want you to be cognizant of it. The fact is, you probably were already aware of it before you knew you were aware of it. **This is one of the most important things to learn throughout the Marketing Hawks Essential Marketing Vision Workouts.** **As consumers and as humans, we are *responsive to uncounted little inputs into our minds.*** Some of them matter a great deal and hit us instantly—like a traffic light. Others are more subtle and only matter a great deal at certain times. If the street corner T sign at Third and Chestnut is out it doesn't really matter much to the overall environment—until you're cruising down Third and looking for Chestnut! Then the usually small fact that it's missing suddenly becomes paramount.

Next, pick just three other areas of the store. Here are some ideas for where to go next:

- Restroom
- Entryway
- Checkout
- Main merchandise area
- Minor merchandise area
- Downtime area

Most of these areas are pretty obvious. The reason to go into the restroom isn't just to see if it's clean, but to see what other little "extras" the store's added. Those foldout baby changing stations were non-existent fifteen years ago. And, they've only been added to the men's rooms of many stores in the past five years. While not yet universal, most national retail chains now carry these changing stations in men's and women's restrooms. The traditional idea that it's just mom toting around the babies has long-gone out the window.

Maybe you don't need a baby-changing station in your restroom. We aren't advocating for or against. But look at the phenomena. What was once a luxury has now become almost a de facto part of the standard washroom necessities in thousands of stores.

Just pick out a couple of things that you like that the store is doing in those areas. You can also jot down any big negatives that you see, too. These would be things that turn you off in this store, but that you might also--unconsciously--be doing in yours.

Remember, **you aren't here to critique the store you're visiting. Your primary mission is to find those little gold nuggets we can bring back and use in our store.**

Questions

3.   How do you train your employees?

    ____ Formal Training Program

    ____ Apprenticeship under a seasoned employee in a similar job

    ____ On-the-Job Training

Remember, there are no wrong or right answers here.

OK, let's move on to customer relations. The following questions examine the interaction between customers and staff.

4.   Who is the first employee a customer sees when that customer enters your shop?

    _____

What does that employee do? Remember, you're just reporting.

_____Nod and continue with whatever task they are engaged in.

_____Simply continue with whatever task they are engaged in.

_____Stop or pause what they are doing, speak to the customer.

_____Stop or pause what they are doing, ask customer what they need or how they are doing.

_____Speak to customer, as employee continues along with their task.

_____Stop or pause what they are doing, ask customer what they need or how they are and make small talk or pay customer a compliment.

_____ Other _____.