Strategic Marketing Review

Capture Insights
Review Resources
Take Action

Enterprise Ireland

Companies that succeed globally know how to think and act strategically.

Enterprise Ireland's Strategic Marketing Review is a transformative programme for your senior management team, focusing on a market driven business strategy which will significantly impact your rate of scaling and international growth.

The Strategic Marketing Review will enable you to:

- align market opportunities with strategic business objectives to drive revenue
- build high performance sales and marketing teams
- position the value of your service or solution to each of your prioritised market segments
- address sales challenges and maximize market opportunities
- change the way you think about your customers and your markets
- differentiate in a competitive market landscape.

With tailored, one-to-one engagement between an experienced consultant and your senior management team, this programme will take your company to the next stage of its evolution.

> Working with a consultant through the SMR programme was made easy and clear for us through the professional guidance of our SMR consultant. Stepping back to look at the business, allowed us to see things a lot differently and more clearly. Sometimes when you are going at 100 miles an hour everyday your vision gets cloudy. We have now developed our strategy going forward for the next few years which allows us to focus on the really important aspects of our business.
>
> **Shane Maher**
> MD Flaircraft

What the programme offers

The Strategic Marketing Review (SMR) aligns market opportunities with strategic business objectives. It demands a joined-up approach at senior level across the company to ensure a common vision and a common direction.

This 10-day programme gives your senior management team a unique opportunity to take time out of managing day-to-day activities and come together in a structured environment to discuss the issues that are impacting your business and unlock a plan for growth.

The programme takes the form of workshops and mentoring sessions that are focused on your company's stage of growth. They deliver tangible insights that will empower you to take action to maximise market opportunities.

The output of the Strategic Marketing Review is an Action Plan that identifies the key priorities for the short to medium term.

Is this programme right for you?

All Enterprise Ireland SME clients are eligible for this support but we look for companies that will most benefit from it. These are companies that already have sales and marketing resources, are exporting, and understand that investing in strategic marketing is essential for scaling and growth.

As the programme is a deep dive into your company's sales and marketing strategy, goals and future direction, the participants must be able to engage without distractions. The timing must be right for your business.

> Nutritics undertook the Strategic Marketing Review to challenge both our existing sales and marketing processes and to ensure that the company was ideally positioned to continue to scale. The process was of huge benefit to the company. Our methodologies were robustly reviewed and challenged, which allowed us to optimise existing best practice techniques alongside introducing new and innovative methodologies to improve our sales and marketing process. We would strongly recommend this programme to any company that is scaling internationally.
>
> **Stephen Nolan**
> Chief Operating Officer Nutritics

How to build a high performance sales and marketing team

Core to a strategic marketing approach and significant business growth is the creation of high performance sales and marketing teams.

Key characteristics of such teams are:

- Customer needs and their metrics of value are at the forefront of innovation projects and underpin the sales and marketing strategy.
- Sales forecasts are built from an individual customer level and are used reliably by senior management team for planning.
- Informed by market intelligence, clear on sweet spot customer.
- Clear roles and performance indicators making the team fit to deliver growth.
- Intercultural awareness.
- Regular analysis of customer profitability/value.
- Integration with other senior management functions.

> We started the SMR following a review of the company pillars with Enterprise Ireland. We realised to achieve the vision we had for the company we needed changes but were unsure exactly what was required. The SMR was a company wide review with external expertise leading. It helped Delmec to clarify what was needed to align with the company vision. It combined the expertise from the external consultant with the depth of knowledge in the company and put a clear and actionable plan in place. It created buy-in from across the company by allowing input from all departments and functions in Delmec. Our SMR consultant was particularly impressive and a major contributor to the buy-in and success. 1.5 years later we are still implementing the plan with great success. For a company with ambition for international growth I could not recommend this more.
>
> **Kealan Delaney**
> Chief Executive Officer Delmec

A high performance sales and marketing team will take risks, be clear on their goals, consistently deliver high quality work and have a personal pride and investment in what they are doing.

If your company does not have a high performance sales and marketing team, you are limiting your ability to grow. The Strategic Marketing Review will show you how to build one.

Are you ready to evolve?

As companies evolve, their approach to selling changes. To drive revenue you need to move towards a market-driven approach.

Risks

- Lack of alignment with market need
- Lack of awareness of customer needs
- Adding too many features that aren't needed

Risks

- Chasing any revenue rather than opportunities that align with strategic objectives
- Short-term, tactical rather than strategic

Risks

- Focus on competitor risks losing differentiation

Risks

- Customers may request costly modifications affecting profit
- Over reliant on one customer

Rewards

- Focuses the business on market segments that have the best chance of success
- Addresses the needs of a broader audience capturing greater revenue

Programme Structure

There are four workshops during which a specialist consultant will work with your senior management team. These workshops are followed by mentoring sessions.

The programme has four steps:

Step One Preparation

The consultant will review your business plans, marketing collateral and online presence, and will carry out one-to-one interviews with the senior management team to get a better understanding of each person's priorities and concerns.

The participants are also asked to complete an online diagnostic questionnaire to assess alignment within your management team of the priorities for your business.

Step Two Engagement

Your senior management team will participate in four workshops. A summary of the one-to-one interviews and the diagnostic questions will be presented anonymously at the first workshop.

The rest of the time will be spent examining your business from three perspectives:

- Insights – Continuous intelligence gathering and customer value proposition
- Resources – People and financial resources
- Action – Sales process, route to market, communications and intercultural awareness

Step Three Action Planning and Mentoring Workshops

The output of this process is an Action Plan looking at your key priorities for the short to medium time frame. The priorities will become clear as you move through the workshops. The Action Plan will detail the practical steps to be taken to achieve tangible progress towards a market-driven business strategy.

Mentoring workshops will help with implementing the action plan and ensure you do not revert to 'business as usual'.

Step Four Checkback

A final session, Checkback Workshop, will be held between 3 and 12 months later to check back on team progress and take account of any changing business parameters.

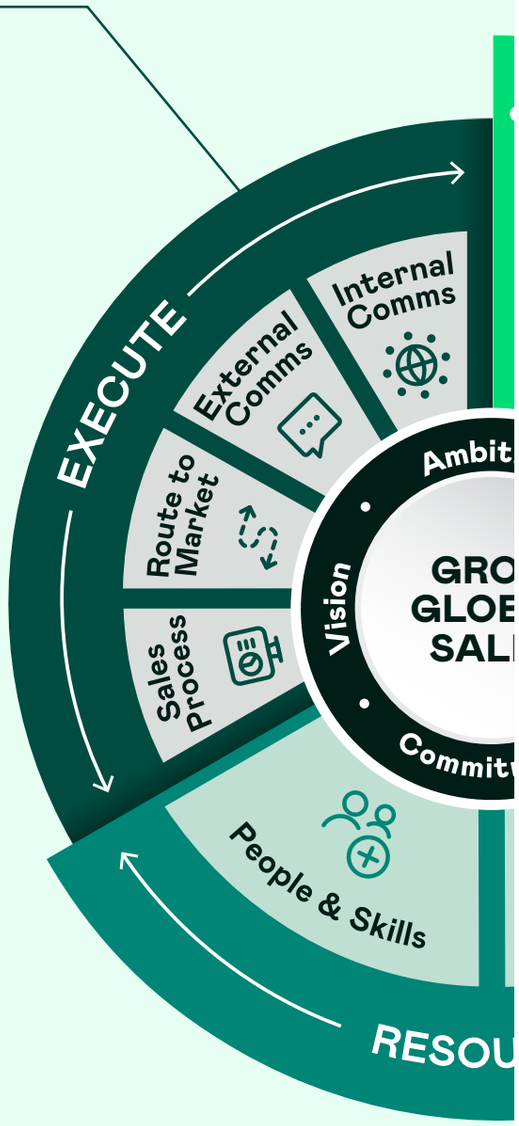
Strategic Marketing Review (SMR) framework

The in-company workshops with the Senior Management Team are designed around the SMR framework and delves into 9 areas:

Execute

Sales process

- Is every sales person clear on their targets and metrics of success?
- Who is responsible for business development and key account management?
- What is the source of outbound versus inbound sales leads in the last 12 months?
- Do you have a pipeline or customer relationship management tool? Is it used by everyone regularly?
- Are off-strategy customers clearly defined?
- Do you carry out win-loss analysis?
- What is your lead generation and qualification methodology? Do you use prospect lists?
- How do you track and nurture potential customers?



Route to market

- Describe your deal channel partner.
- Is the relationship structured via a contract? Exclusivity? Performance targets? Review points?
- How do you manage channel conflict?
- What is your digital sales model and e-commerce capability?

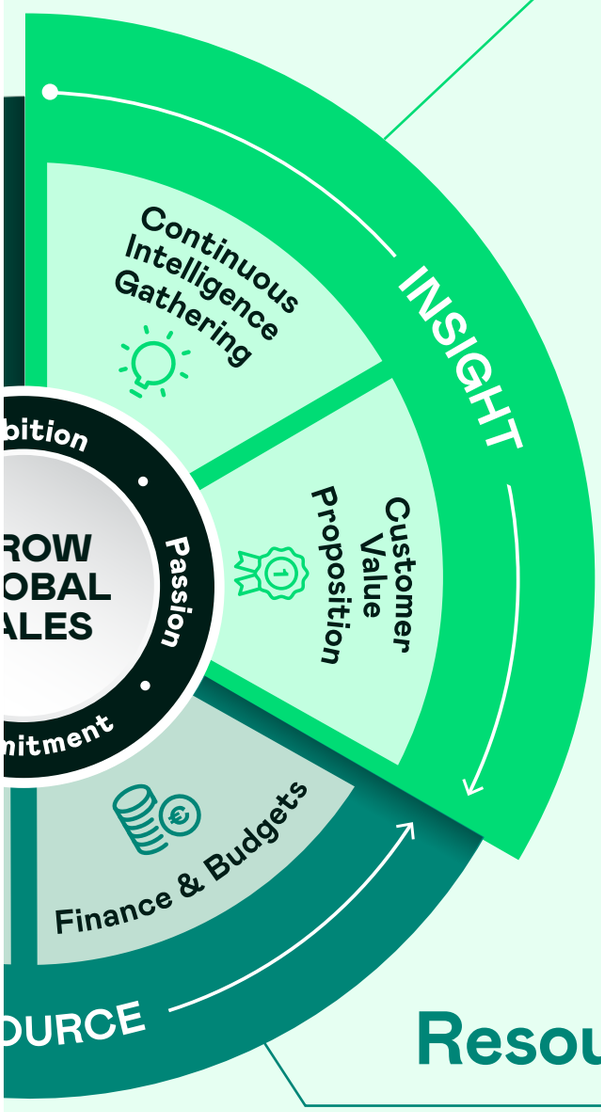
External communications

- Is your value proposition clear and relevant to all targets? Do you convey your value at every customer touch point?
- Does your marketing material have clear, concise messaging? Is it backed up by visuals and case studies?
- Do you have a digital marketing strategy?
- Is your content tailored to your target audience? Written ‘for’ them not ‘at’ them?
- Do you have the right languages in your sales and support teams for your export markets?

Internal communications

- Is the vision of the CEO and the senior management team shared across the organisation?
- Describe your culture.
- Do you have regular all-company staff meetings?
- Is there a sense of relevance and belonging among staff? Or is there a sense of ‘them and us’?
- Are there opportunities for growth in the organisation?

Insights



Continuous intelligence gathering

- Describe your ideal customer.
- What drives their decision making? How do you know this?
- Do you gather Voice of the Customer feedback? Does it inform innovation practices?
- Who are your most assertive competitors?
- Who is your no. 1 aspirational competitor?
- Do you proactively and objectively benchmark?
- From your customers' perspective, how are you different or better than the alternatives?

Customer value proposition

- Describe your customer segments.
- Can you demonstrate or show evidence of the value you create for your customers?
- What pain points do you resolve for your customers? What gains do you create for your customers?
- Does your sales targeting align with the customer's needs?

Resource

People resources

- Who has overall responsibility for the Sales & Marketing function?
- Are the Sales & Marketing roles clearly defined?
- What is the CEO's involvement in the sales process?
- What is your employer branding/ value proposition to your staff?

Financial resources

- Do you have a cost centre for marketing and sales planning?
- Do you measure return on investment for marketing activities?
- Is your investment in marketing growing or declining?
- Do you regularly carry out customer analysis – revenue, margin erosion, tenure, payment terms, Life Time Value?

Value to your company

The Strategic Marketing Review is structured to enable your senior management team to take some time out to focus on strategic planning for sales growth. Our clients have significantly contributed to the programme to ensure that the framework is steeped in industry experience, provides a logical journey that leaves no relevant stone unturned and encourages an inclusive, collaborative atmosphere.

The fresh perspective of an external consultant has paid dividends for participants. They can query the status quo and bring specialist value-add in the context of ideas, techniques and tools for the future. The consultant's remit is to 'get under the bonnet of the Sales & Marketing function' and work with the senior management team to build an achievable Action Plan.

Your Development Advisor where possible will be present at the workshops. This adds further depth to the team discussions and ensures relevant follow-on support from Enterprise Ireland.

Who should attend

Your CEO must drive this process and key members of your sales and marketing team must be part of it. There should also be buy-in from senior management across key functions such as Finance, R&D, Operations or Production. These staff might not deal with clients on a daily basis but can add to the quality of discussions by bringing different perspectives.

Cross-company involvement will also ensure a unified, focused vision going forward.

Cost

The cost of the programme is €9000 (10 days at €900 per day). You will receive a grant of €7200, which makes the net cost to you €1800.

Are you interested?

If you are interested, you should contact your Development Advisor or a member of the Strategic Marketing Review team.

> We found the SMR very beneficial as it forced us to take time out of the office that we normally would not devote to marketing. As a result we came away with a clearly defined strategy that has brought our marketing presence to another level. We also found that because we formed a group from a cross section of the organisation, we received feedback from areas that would normally not be involved in the decision making process. This meant that our message resonated with everyone internally and gave great depth and meaning to the marketing message. A very worthwhile exercise.
>
> **Emma Morgan**
> Chief Financial Officer Serosep

Feedback from our clients

The Strategic Marketing Review has been a fantastic program for Ash. It has helped us to identify key areas for improvement in both our sales and marketing activities using the six pillars. Our sales process has improved by implementing regular sales meetings, creating budgets, developing a staged sales pipeline, analyzing our return on investment and tracking our win loss ratios. We have started intelligence gathering by conducting interviews with customers and distributors to understand how we can develop a better Customer Value Proposition (CVP) and address customer pain points and challenges. We have started the transition from product focus to customer focus and have identified 'sweet spot' customers and distributors with whom we can build more meaningful relationships and use as a gold standard for new distributors and customers alike. We have developed our marketing strategy to utilize social media platforms more efficiently, improve our website, add customer testimonials and organically generate content such as blogs, white papers and technical articles showcasing Ash as Thought Leaders in the digital inspection and measurement industry.

Martin Cahill
COO Ash Technologies

Farran found the SMR exercise to be very useful in finding where/how we could improve our marketing activities. It helped us to identify the gaps/weaknesses in our existing marketing structures, and gave us excellent marketing tools to help us have a better focus/direction on what was required going forward. Using the insights gained during the SMR, Farran now have a much more focused and strategic plan for our marketing activities in the future.

Tom Scanlon
Director of Sales&Marketing Farran

Our SMR consultant had an excellent process model that was used to map our strategic Marketing requirement. This allowed the team here to identify the gaps to allow us develop a more effective and efficient model.

Roger Grant
MD M&M Qualtech

The SMR was excellent and gave us the opportunity to analyse each market segment for our products, identify those segments where success was most likely and worthwhile. It removed us from operational issues and allowed us think strategically about our business, questioning previously made assumptions about the markets we serve. Our 5 year transformation plan guides our actions and although the plan may change as we adapt to market conditions we now have a clear set of strategic goals to work towards.

Joe Lynch
VP Sales&Marketing IMEC Technologies

Carraighill's engagement in the SMR process proved to be a transformative experience for the company. It provided us with the tools to form a deeper understanding of our customers' needs and critically our value proposition. Led by our external consultant , and supported by EI experts, SMR laid the groundwork for a revamping of our branding, communication and 'go to market' strategy. Carraighill is an investment business, rooted in data analytics and expert consulting, and SMR has been the key catalyst to revitalise our sales and marketing efforts to deliver the next leg of growth at the firm.

Seamus Murphy
MD Carraighill

Moocall is a small agri-tech startup but whilst small we are passionate and punch above our weight. Nevertheless we recognise that a business should never be complacent and it should always evolve, adapt and seek out knowledge and help. Enterprise Ireland delivered a review of our sales and marketing approach through an SMR consultant . It was both refreshing and informative to get the insights of such an experienced consultant. The consultant and Enterprise Ireland outlined the approach needed, cut through the jargon and terminology and helped us to set up for the future. You will already know some of the advice you are being provided or the templates to assist - but when you are in the trenches it can be difficult to see the wood from the trees. This programme provided structure, delivered on the brief and we would recommend any business starting out or established to avail of this program.

David J Skelly
COO Moocall

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