

The Story Behind Mastering Marketing

When I started in marketing consulting, I was an analyst. I ran customer data and post campaign analyses. What I saw was disturbing. People were wasting hundreds of thousands on campaigns based on hope.

There was little planning, no forecasting, or risk management. There was me, analysing results after the fact. I became the bearer of bad news. I felt like a harbinger of doom.

Why were people defaulting to such ill-fated practices? The answer was simple. It's easier to buy hope, than it is to become the solution.

The solution takes time and effort, genuine commitment, investment and more importantly, vision. But the steps to follow weren't clear. It would be much easier if there was a map to follow but there wasn't one, until now.

This book is your business development road map.

About The Author

Author John H. Watson is the founder of Accrue Performance Marketing Inc. in Calgary, Alberta, Canada.

He's a marketing coach and consultant with over 25 years experience. He helps startup entrepreneurs and business owners grow companies by leading them on a journey of becoming masterful at marketing.

Business Owners

Confused about sales and marketing? **I was.**

When I started my first business, I was bewildered by marketing. It was completely contrary to my normal way of thinking. I kept looking for a map to show me the way, but I could never find one.

What I found were salespeople. There was no shortage of those. The focus was always on some tactic to buy. There was no conversation about how each tactic fit together to create a business development system. It was just **Random Acts of Marketing.**

I've spent the last 25+ years learning to see past the random acts to focus on core principles and a holistic systems view.

This book is not about marketing tactics. It's about looking at marketing from a customer's experience perspective and asking, "who do we need to be to attract and develop clients over time?"

Presented are twenty leadership conversations that span the business development continuum. Each invite you to consider, and then integrate a Way of Being into your business.

Together, the 20 Ways of Being represent a journey of becoming a company that attracts, engages, retains and develops long-term client relationships by design.

Download The 20 Ways Map

AccrueMarketing.com/20waysmap

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Accrue Performance Marketing



MASTERING MARKETING

JOHN H. WATSON



MASTERING MARKETING

Leading A Journey Of Becoming



A BUSINESS DEVELOPMENT ROAD MAP

JOHN H. WATSON

Is This Book For You?

If you're confused by sales and marketing, you're in good company.

People often confuse marketing with advertising, websites and all the tactical tools of the trade.

I invite you to take a fresh look at marketing.

Stop engaging in random acts of marketing. Start thinking of it as a journey of becoming a company that attracts and develops long-term relationships with clients, by design.

It's about you, designing and guiding your customer's experience as they journey through your business over time.

As a music lover, you can buy music online. But to play music masterfully, you must become a musician. The same is true of mastering marketing. You can't buy it; you must become it.

If you're ready to make this shift in thinking, this book will guide you on your path to mastering marketing.

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FREE MARKETING RESOURCES

Want to learn more about marketing for free? John offers 18 free eBooks on his website. The eBooks were prepared for small business owners, not marketing experts or practitioners.

The eBooks cover a wide range of subjects. But they are all written to structure how you think about and approach an aspect of your marketing, rather than how to complete a task.

The goal is to help you understand your needs, before you seek help.

Download them all for free at:

<https://accruemarketing.com/free-marketing-downloads/>

FOREWARD

My career as a marketing and advertising consultant spans over 45 years. I was president of Freeman Yipp Palmer Jarvis, which is now BBDO Canada, as well as the sole owner of Powerlines Strategic Marketing and Communications.

Throughout my career I worked with companies of all sizes, from the Fortune 500 to mom and pop startups and everything in between.

In particular, I found the small to mid-sized businesses struggled with marketing the most. They rarely employed in-house marketing executives due to their small marketing budgets. This left it up to the owner or sales manager to direct their marketing investments.

When these leaders hired me, they were usually driven by-pressure to perform, because they needed instant sales. As a result, they focused on expensive advertising and promotional campaigns to solve their problems. This focus was often risky. They frequently discovered, after the fact, that their margins were insufficient to cover their cost of sales from advertising. A lack of preparation often made matters worse.

To compensate, I guided my clients through a detailed strategic planning process. The process was challenging for clients because it was often their first time approaching their business from their customers' point of view.

I see the same intent in John Watson's book *Mastering Marketing*. This book guides owners of small and medium-sized business through a comprehensive strategic planning and systems development process.

When I mentored John in his early years, I would always tell him, “Marketing is everything you do to grow a business”. He’s clearly applied this big-picture and systematic approach in this book.

Mastering Marketing goes far beyond the classic definition of marketing. It looks to guide the entire marketing, sales and business development process in what I always called a “soup to nuts” or “start to finish approach”.

I recommend *Mastering Marketing* to any business owner who’s willing to do the work necessary to grow their business.

If you’re looking for a thoughtful, step-by-step guide to marketing and business development, you’ll find yourself returning to this book over and over, as you reach new milestones or obstacles to overcome.

Jim Freeman

President

Powerlines Strategic Marketing and Communications

ABOUT THE AUTHOR

John Watson is the President of Accrue Performance Marketing Inc., which he founded in 2006. John has over 25 years' experience serving in the role of consultant, marketing coach, and virtual chief marketing officer. He loves helping business owners grow companies.

John has worked with a wide range of industries including all manner of professional service firms, charities, private health clinics, technology companies, manufacturers, distributors, retailers, web businesses, artisans, tourism operators, natural resource companies, speakers and trainers, real estate developers, builders, and more.

John has a passion for multi-disciplinary learning, a love of nature, photography, gardening and writing. He's also a sports bike and high-performance computer enthusiast.

John lives in Calgary, Canada with his wife, Laura, and his golden retriever, Zoe.

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INTRODUCTION

Framing for Mastering Marketing

INTRODUCTION

I became an intrapreneur in the mid 1990's when I was just a few years out of university.

I was working in an environmental engineering company, starting up a new department. I needed to learn to market and sell to get clients for myself and my team.

Keen to prove myself, I read everything I could get my hands on about sales, marketing and business development.

Unfortunately, everything I read seemed to focus on some tip, tactic, or technology out of context with any big picture. I could not see how all the pieces fit together. It left me frustrated and uncertain.

Unable to make sense of all the disconnected advice I was receiving, I wanted a map of the big picture. I wanted to see how all the pieces fit together as a system to drive earnings growth.

In my search for a map, I sought expert advice. I interviewed marketing agencies. I interviewed other entrepreneurs. I took sales training. I hired a 20-year veteran salesperson to mentor me and then I engaged business coaches, and on and on.

Despite my best efforts, I could not find a map or my way. All I could find was fragmented advice, random tips, and sales pitches on the latest fads and tactics.

Mastering Marketing

It was maddening. I kept thinking, People have been building companies for hundreds of years; surely, someone must have created a map.

Eventually, I realised if I wanted a map, I needed to create one for myself, like the explorers David Thompson or Lewis and Clark.

Over the last 25+ years, my exploration and mapping efforts have undergone dozens of revisions, reorganisations, and revelations. What started as flow charts and swim lane diagrams, ultimately morphed into its current form: a 20-step leadership framework.

The Core Idea

When I could not find a suitable map, I started looking for other frameworks for inspiration. I learned about The Way of the Warrior, the Seven Virtues of Bushido, and then the Eight-Fold Paths in Buddhism that lead to enlightenment. I learned about Benjamin Franklin's 13 virtues, which he believed to be his path to success.

I had a eureka moment. My map could be a set of intentions or Ways to live into.

The premise was simple. Each intention or Way would be purposeful. Each Way would ask you to focus on why, before how. Knowing why would encourage you to evaluate options and determine where a task best fit into your priority sequence.

Introduction

By sequencing the Ways into a natural, logical order, you'd have a mental map of marketing to follow. When you look at the Ways of Being as a whole, you can see how everything fits together to form a system.

There are no tricks, gimmicks, or short cuts. Rather than the endless stream of distractions, you and your team can focus on building a functional marketing system.

Learning the Ways is not unlike learning to play a musical instrument or practising a martial art. The 20 Ways are patterns and practices you live into as an individual or a company. Each Way builds upon the last to help you align with who your clients need you to be while decreasing the obstacles inhibiting growth.

The Ways of Being keep you focused on what you have the most control over: yourself and your business practices. How you choose to live into each Way will evolve to fit your environment and resources.

With this book, I aim to share the 20 Ways that have shaped the last 25+ years of my life. The Ways are the map I continue to follow on my business development journey. They are also the backbone of my coaching and consulting practice.

I hope *Mastering Marketing* helps you find your way in your business development journey. Bon Voyage.

MAKING THE SHIFT

In my experience as a sales and marketing consultant, the bane of my existence is what I have come to call “random acts of marketing”.

It is safe to say it drives me crazy when I see it, and I see it everywhere.

What Are Random Acts of Marketing?

Random acts of marketing are the ineffective practices of purchasing or engaging in marketing tactics without a clear sense of purpose or clarity on how they’re intended to contribute.

If you don’t know how a marketing activity will contribute to your objectives, you’re engaged in random acts of marketing.

In my experience, random acts of marketing are more the norm than the exception. Ask 100 small business owners about the purpose of their website or why they’re investing in social media. Ask them how the investments are meant to contribute to their bottom line or how they’ll measure the return on investment (ROI).

You’re likely to get several blank stares and some “Gee, I’m not sure” answers.

Ask them the same question about advertising, sponsorships, networking, SEO, video marketing, app development, and just about any marketing tactic you can think of, and you’ll get similar responses. “I’m not sure.”

You might defend the business owners and say they’re doing what their marketing people advised them to do.

Introduction

Go ask the same questions of their marketing people and see if you get different answers. You're likely to get the same "uhms" and "aws" from them.

Unfortunately, marketing rationales are often driven more by trends and personal interests, than by specific business objectives.

Fortunately, you can break from this reactionary approach to marketing. You can choose to lead with a purposeful and systematic approach, focused on developing customer relationships and an earnings-growth agenda.

How Do You Do It?

You make the shift by reconsidering how you approach marketing investments.

It comes down asking a few simple questions.

1. Why are we considering this marketing activity?
2. What role is it meant to serve within our system?
3. Is there another part of our system that needs attention first?
4. Is it a fit for us, or are we forcing it?
5. What's it going to take to make it work?
6. How will we know if it's working or not?

If you can't answer these questions, hold off until you can.

WHAT IS MARKETING?

Let's start with some core ideas. The first is, marketing is not about you. It's about facilitating the needs of your customers as they journey through your business.

I'm not saying you and your brand are not important; they clearly are. The real problem is that people don't care about you or your products until they decide you're relevant to them.

Many of us start marketing by describing who we are and what we offer. Then the marketing falls flat. Why? Because you need to address the relevance gap first. You need to start with "What's in it for me?" from the buyer's perspective.

I would, however, encourage you to expand this idea to the entire customer journey. "What's in this relationship for me?" might be a next step way of thinking.

The job of marketing is not simply to help you look good but to define the shape and nature of your relationship with your clients over time. The job is to help you define "What's in this relationship for me?" in a way that maximises the lifetime value for you. We can upgrade the question again to "What's in this relationship for us?"

Given the long-term and vital nature of marketing, it's important to recognise it for what it is. It's a process to be set up and optimised, not a series of independent promotional activities.

Introduction

If you accept this definition of marketing, then marketing is about building a machine or like a relationship-building assembly line.

Assembly lines are very effective in manufacturing. In fact, they changed our world in less than 100 years.

This high-speed semi-automated assembly line-approach to relationship building is a central goal of modern marketing.

What's exciting is you don't have to be some giant firm to do it. The approach and the technologies involved are accessible to small business owners. The only thing holding you back is your understanding of marketing, and how you approach it.

This is great news because you're the person you have the most control over.

If you set a new intention for marketing and live into that possibility, you can transform your company. It can become something you never imagined.

Defining Your Marketing System

Think of marketing as choreographing your customers' experience as they move through your business. Your marketing system must reliably and cost-effectively reach, engage, enroll, develop, and retain clients at scale. The two key outcomes of your marketing system are client relationships and earnings growth.

This notion of experience design (to earn profitable long-term relationships) speaks to the full scope of marketing. It also helps explain why it's so challenging to answer the "what is marketing?" question.

Mastering Marketing

Marketing Is Not a Tactic

Hopefully, you're starting to see that marketing is not about describing your company or your products and services. It's not about websites or social media or any single tactic.

Marketing is the system you build to select and guide clients successfully through your business. When you put marketing in this context, you can relate everything you do in marketing to improving some segment of your customer's journey.

So, What Is Marketing?

Marketing is everything you do to grow your business. I like this definition because it's broad, inclusive, client-centric, and outcome-oriented.

Where to From Here?

This holistic view of marketing can seem too large to take on. It can seem intimidating, like "eating an elephant". It's why I wrote this book.

Don't let this expanded scope deter you. If you're willing to take small incremental steps towards a larger goal, you have a huge opportunity for growth. Once you start, you'll be amazed at how much progress you can make.

The 20 Ways of Being are meant to guide you on your path to marketing mastery.

DEFINING MASTERY

In the context of this book, I'm defining mastery or being masterful as having complete control over a practice area.

Customer-centric marketing is too diverse to enable one to gain personal mastery over its many facets. However, what you can do as a business owner, is become masterful at the application of marketing to achieve business objectives.

Try to imagine you're a symphony composer and a conductor with a large ensemble of marketing musicians. A competent orchestra can play anything, but there must first be a score to play, with a conductor to lead them.

As a business owner, if you can't justify hiring a chief marketing officer, the composer and conductor roles fall to you.

You must imagine the music and develop the score, assemble the musicians, practise and conduct them well.

Don't assume you need to know how to do everything yourself to lead your people. Remember you're the composer and conductor. You don't have to play all the instruments too.

Imagine a group of talented musicians (marketing folks) all doing their own thing, with no leadership or direction. You have a cacophony (noise or the opposite of music). A bunch of marketing activities with no leadership and direction performs just as poorly. You get random acts of marketing.

Mastering Marketing

So What's Your Score (Your Plan)?

What are you designing, building, practising and mastering?

For many companies, there is no marketing plan. There's no one conducting their marketing activities. This lack of vision and coordination is why marketing often performs so poorly.

This book will help business owners with little to no marketing experience compose a score and conduct their marketing orchestra masterfully.

Just like anything that requires the development of mastery, you can't buy it. You must become it, with purpose, direction, coordination, and practise. It takes a lot of each of these inputs to become performance ready.

Think about marketing in the same way. It's not about buying advertising or building websites; it's about your company becoming an effective marketing machine which has practised and is performance ready.

Once you stop trying to buy marketing and start working to become it, you'll start making meaningful headway.

WHAT ARE WAYS OF BEING?

Ways of Being are rooted in the study of ontology and phenomenology.

Ways of Being refer to what's going on for you internally. It's your mental, emotional, and physical state in the moment. The Ways of Acting are your outward expression or your reactions to your inner Ways of Being. Your external expressions include your thoughts, your speaking, and what you're doing.

For simplicity's sake, I am collapsing the internal and external expressions into one and calling them Ways of Being or Ways for short.

I know this is an over-simplification, but I want to keep things as straightforward and actionable as possible.

If you'd like to learn about the principles behind Ways of Being and Acting, there are several resources available. Werner Erhard dedicated his career to the topic, and he has published many books and articles on the subject.

The study of mindfulness and cognitive behavioral therapy (CBT) are other theories to study to understand and gain mastery over the core mechanisms.

An introduction to the Ways of Being fundamentals will greatly aid you in the application of this book.

Enough Theory

Let's look at being kind as an example. There are hundreds of different behaviours you can use to express kindness.

No individual act of kindness constitutes being a kind person. However, a regular pattern of kind behaviours becomes a consistent and practised Way of Being.

We all have Ways of Being that people use to describe us. She is kind; he is honest; she is untrustworthy; he is inappropriate, etc. One incident does not a Way of Being create. It is the frequency and consistency of the behaviours that earn us our labels and results.

No one is a particular Way of Being all the time. We do, however, exhibit some Ways of Being with great regularity, and these patterns of behaviour are responsible for who people believe us to be.

Why Focus on Ways Of Being?

Your Ways of Being are largely responsible for the results you create for yourself in your life, your relationships, your career, and your business.

There are Ways of Being we're all familiar with and value, like being respectful, honest, trustworthy, resilient, collaborative, optimistic, generous, and resourceful.

However, you may not appreciate how much your Ways of Being are responsible for your goal achievements, your relationships, and pretty much everything.

Introduction

The long-term cumulative effects of your Ways of Being shape and define your life. They also influence the lives of your family and your business.

Our collective Ways of Being define our culture, our institutions, and our governments. Suffice it to say that Ways of Being are far more important than we realise.

How Do You Choose Your Ways?

Consider that you use two broad patterns of decision-making in every moment. You choose your Way of Being either consciously or unconsciously based on how you choose to view a situation.

Conscious choosing comes from being thoughtful and deliberate in how you interpret a situation. It is where you make active decisions in alignment with your purpose, your goals and values, and who you want to be.

Unconscious choosing is when you're on autopilot. You default to a Way of Being rather than actively choosing it. In these situations, your unconscious ways may not align with your goals and values. You tend to make these unconscious choices when you're not paying attention, or you're fatigued, stressed, emotional, or distracted.

This book is about making the conscious choice to take on 20 specific Ways of Being to become who your clients need you to be.

This discussion about Ways of Being is a deliberate attempt to shift your business development efforts away from random acts of marketing (a focus on tools and tactics) to a customer-centric and systematic approach to marketing and business development.

Mastering Marketing

Ways of Being includes things like who you choose as clients, your company culture, and your systems for goal achievement.

One of the key goals of this work is to accelerate the pace of relationship development and earnings growth.

To be clear, I'm not suggesting that marketing tools and tactics are bad.

Who could argue their necessity? The problem I consistently experience is a focus on tactics out of context with any purpose, goals, process, or strategy.

The 20 Ways framework is the answer to the chaos and absence of leadership, planning, and accountability, rampant in marketing.

It boils down to practising and systematising the things that matter in a natural and logical sequence.

HOW THE WAYS WORK

The 20 Ways of Being are practices to own and implement over time as you design, build, and operate your business.

The Ways serve two purposes:

1. As a whole, they serve as a map, providing context for where you're going. They offer a holistic, behavioural, and systems view of business development.
2. Each Way is meant to be something to take on and master. Each new Way of Being builds upon the last. As you master each Way, you become more capable of succeeding in your business development efforts.

The 20 Ways are not strict, rigid, or mutually exclusive. You can, and in some cases will, benefit from working on several Ways at once. Just remember to consider the Ways in sequence and know that if you take on Way # 20 first, without laying the foundation built in the previous 19 Ways, your efforts will be inhibited by whatever Ways you skipped.

The Ways are grouped into three stages of business development: Design, Build, and Grow.

In the design stage, each Way defines your business more and more clearly. These Ways define your leadership platform (who you are, whom you serve, and what experience you are in business to create).

The Ways of Being in the build stage are about scaling your business.

Mastering Marketing

The Ways in the grow stage focus on connecting with people and building relationships. They focus on recruiting, enrolling, and earning the loyalty of clients to maximise your earnings potential.

If you're a solo-practitioner or you operate a smaller scale business, the build stage will be less involved, but still important.

If you have a larger mature company, consider each Way in a diagnostic context. Determine whether the absence of a Way is inhibiting your success. Ask yourself if you need to revisit your systems, procedures, training, and coaching frameworks to bring about greater alignment, quality, and consistency of practise.

Don't be surprised if you find gaps and incongruencies in your existing systems. You may find you need to go back to the first few Ways to better define your goals and intentions before moving forward.

To see all the 20 Ways in context, please download the free Ways of Being poster at Accruemarketing.com/20WaysMap.

It's useful to visualise all 20 Ways of Being at the same time, the way you would view a map. This map is what I started looking for from day one in business, and I'm excited to provide you with what I was so desperate to find.

I admit; if I were presented with this map back then, I would not have known how to read it. I would have needed this book to explain how to navigate and implement Ways of Being.

Introduction

There Is No Correct Way to Practise

As you are learning about each Way of Being, you might find it frustrating that I'm not giving you a specific task or action to take.

This is intentional because there are no specific or universal patterns to follow. How you practise a Way will depend on your needs, and those of your company as well as the needs of your clients.

What is important is the intention or the purpose behind each Way.

For each Way, you need to ask yourself, "How are we going to develop, adopt, practise, systematise, measure and refine this Way in our business?"

Each Way represents a leadership opportunity for you to grow into.

Each Way is also a litmus test for new ideas and technologies. When confronted with "the next best thing", ask yourself which Way(s) of Being does this idea or gizmo fit into? How will we incorporate it into our system, to improve our practice and our results?

Simply asking these questions will guard against the dreaded random acts of marketing.

Mastering Marketing

Suggestions for How to Use This Book

Start by downloading the 20 Ways of Being Poster at AccrueMarketing.com/20WaysMap. Look at the Ways in their entirety as you would plan a trip with a road map.

The Ways are more or less linear and you should be able to recognise where you are on the map. You can see which Ways you are practising now, and which ones you skipped over or are struggling with.

Then focus on the gaps. The highest leverage gaps will be the Ways closest to the beginning since every Way builds on the ones that came before.

Often, you'll find the reason your marketing is not working well is because you skipped a Way or two earlier in the process.

Skimmers

If you want to skim the book, I suggest reading the first three sections of each chapter to get the gist of the idea. This will give you the introduction, the why, and the cost of not practising a specific Way.

When you are ready to take on a Way, go back and re-read the entire chapter. Consider starting from the beginning and taking on one or two chapters at a time.

Alternatively, look for a chapter you think represents your biggest opportunity and dig in.

Introduction

The Structure of Each Chapter

Each chapter introduces one Way of Being, it outlines why a Way is important, and discusses the implications of not practising the Way.

Instruction is offered on how to practise a Way. Each chapter asks you a series of questions to help get you started and then provides key resources to direct your learning, development, and mastery.

PATTERNS OF USE

While the 20 Ways are intended to be universal, you can approach them differently depending on the type of company you operate and your stage of development.

Franchisees

As franchisees, you have attached yourself to a pre-existing brand, infrastructure, and promotional framework. The Ways that apply most to you include:

- Being responsive
- Being informed
- Being accessible
- Being connected
- Being endorsable
- Being present
- Being conspicuous

Corporate Professionals

Much like a franchisee, corporate professionals are supposed to embody the corporate brand and follow the company program.

However, you still need to apply the 20 Ways to your individual practice development, your professional network, and your client/account development.

You have a great deal of latitude in how you practise. As such, nearly all the Ways still apply to you personally.

Introduction

Start-ups

The Ways were designed specifically for start-ups. The sequence of Ways is relevant for you as presented.

Growth Enterprises

For growth enterprises, the Ways are more likely to be used as either a diagnostic tool or an approach to achieve breakthrough results.

To use the Ways as a diagnostic tool, start by reviewing how you are living into each way.

Start with being intentional and assess whether your mission is still fuzzy or perhaps out of date. Then look at each Way critically, relative to that core intention.

Next look closely at being systematic, being informed, and being effective. These are common gaps and problem areas.

Look closely at each of the five Ways in the grow stage to determine their effectiveness. If they are not performing well, backtrack to being relevant, affective, attractive, and compelling as potential problem areas.

If there is still no smoking gun, look at each Way independently, and you'll uncover the gaps inhibiting your growth and profitability.

For breakthrough results, be willing to rethink how you approach marketing. What would it look like if you lived into all 20 Ways?

A WARNING

The Ways of Being are not a quick fix. They are not something you can implement in three months or even a year. The Ways are practices to learn and integrate into your habits, culture, systems, and processes.

As a solopreneur, you might see the Ways as a three to five-year plan. Well-financed, growth-driven companies might be able to grow into these Ways within 18 months, if you have great leadership, and the resources to finance the program.

A large mature company could take the longest to adopt the Ways, despite its resources. Why? Because the Ways may present as the opposite of what you are doing now.

You have inertia and investment in what you've been doing, and you're unlikely to shift direction without pain and resistance. Fortunately, if you can lead people through the transformation, you'll be best equipped to invest in the process and reap the rewards.

Some of the most troubling client stories I've seen are from the mature companies with no marketing program to speak of. They've spent, in some cases, a hundred years, spending their considerable annual budgets on this and that, without ever laying tracks. Each year they start over with a large budget for a new batch of busywork.

Despite their age, they never outgrew their random acts of marketing approach. Imagine what they would have accomplished with a plan they worked at a little at a time over 20+ years.

Introduction

The Ways of Being might seem intimidating at first but don't worry, they are not as daunting as they might seem.

They require no more effort and time than learning to play a musical instrument well or becoming a black belt in karate.

You will not master the Ways in three months, but you can make a great deal of progress very quickly if you choose to.

It's like learning to play your first few basic songs well on the piano. After three months, you won't sound anything like the prodigies with years of practise, but you will be playing music.

The Ways are best developed over time with patience, dedication, training, and practise—just like everything else you choose to learn and master.

In my consulting practice, I find the main things people struggle with are impatience, and resistance to change. To overcome this, I encourage them to think “small daily practices, accrue big results over time”.

I like to visualise ocean waves relentlessly pounding at cliffs, and the steady march of erosion, to get my head into the practises.

You are the ever-persistent waves and not the resistant cliff in this analogy.

— THE —
WRAP UP

Using the Ways of Being

USING THE WAYS OF BEING

Admittedly, *Ways of Being* is a novel way of looking at marketing. It is much easier to go with the flow and focus on tactics versus cultivating and managing your *Ways of Being*.

However, what you risk is getting caught up in tactics and losing sight of why; what's the purpose of each tactic? How will it contribute to easing your client's purchase process, improving your competitiveness and your bottom line? How will you ensure you're not getting lost in random acts of marketing?

The First Challenge to Overcome

As I've developed and used the *Ways of Being* in my own business and consulting practice, my biggest challenge has been confusion. If I start talking *Ways of Being*, people don't know what the heck I'm talking about.

Ways are not part of a marketer's vocabulary. I've found few people are prepared to have *why* conversations at all. People expect you to know *why*, so they can focus on *how*.

My suggestion is to keep the *Ways of Being* conversation within your leadership and performance measurement teams.

The Wrap Up

I'm not suggesting you keep the Ways from the rest of your team. They will benefit if they are interested. The point is, the Ways are not really for them. It's a planning and diagnostic framework to help you decide where to invest and in what order.

The people who generally use a map are the driver and the navigator. You don't need everyone's input into where you're going and how to get there. That's your job. What you need is for people to help you implement your plan. You don't need to confuse them with the Ways.

How Does That Work?

Use the Ways as a strategic planning and organising tool. When you're developing your marketing plan, budgets, and rollout sequences, use the Ways to think through your needs.

Look at your system or the system you want to build and ask yourself: Where are the gaps? If there's a performance issue, look to the Ways to help you isolate problems.

When you're developing your marketing plan, pull out the Ways map. Start at the beginning and ask yourself: Where are we?

Where are we weak, where are the gaps in our system? How do we compensate?

Start from the earliest Ways and work your way forward. The greatest leverage comes from strengthening your foundation.

Mastering Marketing

Once you've identified gaps and opportunities, start fitting your tactics, projects, and campaigns into the Ways they serve. The Ways map provides a natural order of operations.

It's an Asset Allocation Exercise

Think about an investment portfolio. The Ways of Being are like asset classes. When you're developing a system for business development, you want to allocate resources to the asset classes that make the most sense in your portfolio.

Your asset allocation should change over time to reflect your progress and needs. In an early-stage company, the asset mix will favour Ways in the design and build stages. As you pull your system together, your asset allocation should weigh more heavily towards the Ways in the growth stage. You're always rebalancing your asset allocation into a mix that makes sense.

The Systems View of Marketing

Once you start to see marketing from this elevated, big-picture vantage point, you'll see your system at work. Once you see the system, you can measure performance along its length, and highlight where to focus your attention.

Part of the asset allocation exercise is to ensure sufficient resources are allocated to continuous performance improvements. This is how the Ways serve you in a diagnostic sense.

The Wrap Up

By keeping all the Ways in context, you can manage marketing more holistically and systematically. You can allocate resources to tracking, diagnostics, testing, and performance improvements along the length of your client development process.

Tactics Are Vital

Your marketing implementation team will want to focus on tactics and may get confused by the Ways language. Don't force it on them.

The Ways are meant for marketing leaders and navigators to help organise and optimise investments.

Once you've used the Ways for planning and direction, you can go back to your team with a tactical sequence they will understand and run with.

Then, as the leader of your marketing program, you can introduce the Ways conversations a little at a time. You can explain the reasons why the rollout sequence is what it is.

You can create a sense of purpose and direction without bogging people down in a new way of thinking.

Start with why you have chosen each tactic. Define its purpose. Make it clear how you intend to measure success. Then you can bring people into the conversation a little at a time.

I've found as long as I don't fixate on the language of the Ways, I don't confuse people.

Mastering Marketing

Just remember the Ways are for you; to help you see where you're going; for navigating and course-correcting as you move forward.

I know I've been frustrated whenever I've tried to engage writers, programmers, and designers in the Ways conversation. It's not that they can't understand it, but that it takes them time to get over their resistance and get up to speed.

I've learned the hard way that they don't need to know. The Ways are for me, and I can translate my purpose and intentions back into language my suppliers understand.

I encourage you to use the Ways as a strategic tool within your leadership team first.

If you're going to engage your team in a big conversation, start by focusing on your client's journey through your business, or how to maximise lifetime value. Get your team to look at business development systematically first. Once they adopt a systems view, get them familiar with tracking and performance measurement. Once they gain an appreciation for your data, they'll need to learn to act on the data, by running experiments and thinking continuous improvement.

Once you get people thinking and acting differently, the Ways of Being will make far more sense. You'll find your people will get the ideas as a natural next step in a larger marketing conversation.

CLOSING THOUGHTS

The 20 Ways are intended to help you understand and confidently invest in marketing and business development systems.

Being attentive to the 20 Ways will help you take greater ownership over business development by helping you do the right things in the right order to maximise results.

The Ways will help you become more systematic and make you more resistant to being sold on magic bullets and quick fixes.

Beyond this, my personal goal for you is to feel a sense of power and confidence in where you're going, and how you plan to get there.

I'm also hoping these conversations about Ways of Being will spill over into your private life. Specifically, how you approach things like personal leadership, self-mastery, relationships, and parenting.

I've found the Ways of Being to be a powerful construct with far-reaching implications in my own life.

I hope you found these conversations valuable, and I invite you to expand your understanding with the many resources shared in this book and on the Accrue Marketing website.

Visit AccrueMarketing.com/free-marketing-downloads/ and please join us in conversation at AccrueMarketing.com/Blog/

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