



Boardroom Advisors

SCALE UP YOUR BUSINESS: MARKETING FOR SUCCESS

Vol. 6 of 8 in the
Complete Guide to Scaling Up Your Business

How to Prepare your Business's Marketing for Scaling Up

Your business's marketing is crucial to your scale-up success. After all, it doesn't matter what changes you make if you don't increase your sales. And you can't sell to people who have no idea you exist.

That's what marketing is. You're putting your name out there so the public knows you're an option. Sales are there to convert potential customers into paying ones, but marketing needs to get them in the door first.

Even in large and established businesses, marketing can get forgotten as its entity. Unfortunately, that is usually a mistake, as it prevents you from accessing so much of marketing's potential.

To attain and maintain your target growth, you need to increase your number of customers. That is something investors will want to know you've planned for.

This eBook will look at how you can plan the marketing that your business will need. When preparing to scale up, these are the sorts of things you'll need to think about.

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The Importance of Branding

Your brand lies at the heart of everything you do in marketing and beyond. It's the face that people see when presented with your business. It's the impression of you they carry when making decisions.

At the centre of your brand is a consistent message. Who are you? You should be the same to everyone who sees you.

Try and condense your business down to a single sentence. Then, drill down to what you do and what makes you special. That should be your message.

You want your brand to shine through in everything you do. All of your communications should reflect the brand and uphold this message. A brand is more than a logo and colour scheme.

"When scaling a business, there are multiple investment decisions to be made and it's crucial that you consider the return on each investment and use scenario planning to help prioritise the investments that will have the most impact on the bottom line whilst also protecting and building your reputation."



- Denise, Regional Director

The way you talk to your customers in emails, the actors you cast in adverts, and how you physically present yourself in customer-facing situations are all part of your brand. People won't like it when you act differently from how you're perceived.

If your customers have a strong sense of ethics, and you choose to focus your marketing on that, your business needs to reflect it. How you choose suppliers, the way you operate logistics, and treat staff will all have to reflect that sense of ethics.

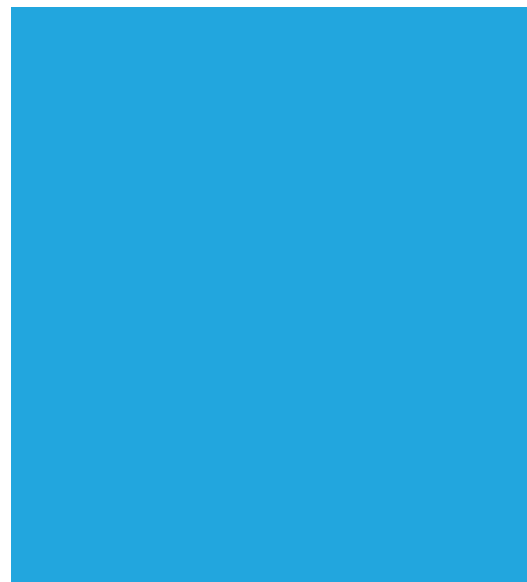
Likewise, if you market yourself as a luxury brand, you want your storefronts to feel luxurious too. If your shops feel cheap, then maybe your products are too. It's all about perception.

Figure out how you want your business to be seen. Consider what matters to you and what your business already does well. Matching the business to your vision will tell you what brand you want.



Do You Understand Your Market?

Research is always something to do in advance of scaling up. You can't really know what to include in your plan if you don't know what's needed. So when preparing to scale your business, take the time to research your market thoroughly.



Going back to basics, your market is the pool of potential and existing customers that your business can access. These people would want to use your business's services or buy your products as things are.

Separating Segments

A **market segment** is a group within the market defined by shared characteristics and motivations. Every segment will have different reasons for being there and access to different resources. Understanding segments is therefore especially important in competition research.

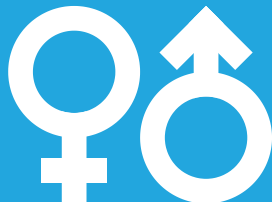
Unless your new business is completely revolutionary, it will have existing competition. So one way of making it in an already populated market is carefully focusing on individual segments. They could be a good route to expand into if there's a segment largely on the periphery.

Segments are broken up by a number of demographics. Some of the most common are:

Location



Gender



Age



Profession



These are much more obvious for B2C businesses but also important in B2B. If you run a B2B business, remember that you are still selling to individual people. It's humans that make decisions, and their demographics will affect how they need to be approached.

Although your customers are all individual people, segments and such groupings allow you to bring them together into more modelable groups. Of course, there are far too many people out there to look at them one by one, but using overall trends is entirely valid.

Who Are Your Customers?

Considering the possible breakdowns available, how would you group your customers? Using your existing customers is a great starting point. Seeing they're available, you want to understand them in as much detail as possible.

To expand, however, you need to research the rest of your market and how to move out towards them. Think about all the ways your product or service might be used. Find similar businesses and look into their marketing.

That will help you understand who else you can sell to and who's already buying what you're selling. From there, dig deeper and see what you can find. Once you have a good idea of your market, you can figure out how to reach them.



How Will You Reach Your Market?

Different market segments need to be approached in different ways. So now you know your market, what are the best segmentation methods? Which segments will you prioritise?

Your marketing should focus on your intended customers' language and pain points. You want *to* speak to them, not *at* them, and they'll feel much more inclined towards someone they think gets them.

How to Tailor Your Message

If you're selling to a very active group of people, talking about saving time, giving quick tips, hacks, and so on will be more attractive. Your customers don't have much time on their hands, so they are looking for solutions that won't take away too much of what they do have.

But Why Are They Busy?

This will make a difference to the language you use as well. A working parent, a businessperson, and someone working two jobs will have very different feelings about their busyness.

A working parent is busy because of their children. As well as working their job, they've got to get the kids to school, keep them entertained, and get them to clubs. They're busy for the sake of someone they love.

That means you don't want to frame the busyness too badly, as that could make it seem that having children is a bad thing. Instead, you would want language that alludes to their parenting responsibilities, such as freeing up more time to spend with their children.

A businessperson is likely to be busy of their choosing.

They've found some roles they excel at or are running a business of their own. They're travelling or putting in extra hours but see that as a good thing.

Marketing tailored to them will use more words like express. They give the impression of quick efficiency and being special. But, again, the business isn't bad; it is just another challenge for them to tackle with solutions like yours.

Someone working more than one job is likely doing so because they have to. But, on the other hand, they probably don't want to be busy and want more time.

Marketing something to them as a simple, easy way to get something done quickly will be more attractive. Presenting a task as a chore and your solutions as a fast way to get it done will reach them more effectively.



People can be in more than one of these groups, and their demographics will split, but they offer trends. If, generally speaking, working parents will respond a certain way, then use that. It won't catch everyone, but it isn't meant to.

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How to Reach Your Customers

Once you've identified and prioritised your market and figured out your message you need to work out how to get that message to them. What impression do you want to give to your customers? You want to maintain your brand but can add parts to fit groups better.

You must also consider the best mediums and platforms for your market. There's no point in getting the message right if no one that matters will see it.

Where are your customers found?

This includes their social media of choice, preferred TV channels or apps, and preferred content on larger sites. Essentially, you're exploring where to place your ad for maximum reach.

Once you know where to find them, what do they respond best to? Again, framing the message is just as important as the content.

Using the previous examples, working parents will respond to advertising involving other parents, while a businessperson may want more professional appearing content. Both will have different vocabularies that they use more often that you can also use.

You can run a campaign across multiple platforms to access market segments. If the parents are found in one place, target their ads, not the business ones, and vice versa.

That means you can spread your marketing with less risk of presenting the wrong thing to the wrong person.

Tiers of Marketing

You also want to consider the different stages a customer will be in. The marketing funnel models marketing using a funnel shape. At its simplest, it's made up of three parts. Each part will benefit from different lead generation techniques.

The Top Tier

These potential customers don't know that you exist but they have a problem they are thinking about and you provide a solution to that problem. The marketing area reaches as many people as possible but focuses more on laying out the problem so that potential customers are aware they have a need and what solutions may be possible.

This marketing has a broader reach. For example, it could include PPC or social media adverts that gets the prospect identifying with the problem and thinking about potential solutions without being salesy.

The Middle Tier

These potential customers are aware of your existence and are likely to start thinking about how your solution could solve their problem. The marketing area doesn't reach as many people as tier one but focuses more on how your solution solves their problem.

This marketing is a little more in-depth. For example, it could include video content, case studies or content about the features, benefits and value added by your solution. You want to explain your business in greater detail and get the customer thinking about the benefits of choosing you.

The Bottom Tier

Once people know they're going to make a purchase, you want marketing to convince them to choose you over your competition. What matters is who is the best business to solve their problem. Narrow but deep, this marketing is all about how that's you.

This marketing is the most in-depth, so you can take more time to explore the details. What do people find when they actively look for something you do? You want to make sure that your website, items of social proof, and explanatory content makes it clear exactly what you'll give them. Case studies, comparison charts, reviews and strong customer service will all help to reinforce their choice.

"The pandemic highlighted the critical importance of strong, trusted customer relationships, emphasised the link between retention/churn and profitability and showed the visible gap between companies with effective marketing and those who are lacking. The internal marketing-sales relationship has evolved too.



Our marketing gurus can help assess where, and how, you need to change to stay up-to-date, profitable and competitive."

- Harry, Board Advisor

How Can You Expand

Even if you start relatively small, you can lay the groundwork for future expansion. Spreading out can take time, so starting the ball rolling now can help you maintain growth.

You have a clear market to work in.

This is where you want to establish a strong base, but it doesn't have to be your only market. From development to diversification, there are ways you can make your growth more secure and offer options to grow even more.

Development is expanding within an area that's already familiar. Diversifying means expanding your business into something new. Ansoff's Box is a tool that helps identify the options available.

Market penetration is more in line with what's previously been discussed in this eBook. But, again, it's about strengthening your position within your market. Usually, this means increasing your market share and bringing in new segments.

When researching your market, you would have got to know your customers quite well. What else do they need that you could provide? Consider adding to your catalogue to give your market more with **product development**.

Market development means figuring out how to make your business appeal to new markets.

What was it that made your business special? Then, find out who else might need that for something seemingly very different, and consider how to start selling to them.

When diversifying, you're entering a new market with a new product. That doesn't mean a blind leap, though. You can still do a lot of research and focus on your business's existing strengths.

You want to get your foot in the door before you can start exploring too far, but it's worth thinking about. Where you could go may affect some of your branding choices, for example. You don't want to sabotage your future self if you could easily avoid it now.

Always Know Your Customer

There's a lot to think about in marketing, and that's not even covering the intricacies and opportunities of digital marketing. In the end, though, it boils down to one core idea.

Know your customer.

Knowing what they want, how they think, where they are, and anything else you can make marketing a lot easier. Things will feel a lot more obvious when you have a clear picture.

If marketing isn't your strong suit, support is available. Boardroom Advisors provides Part-Time Marketing Directors with all the knowledge and skills needed to bridge the gap between your business and your customers.

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Examples of challenges you may be experiencing include:

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Financial Challenges

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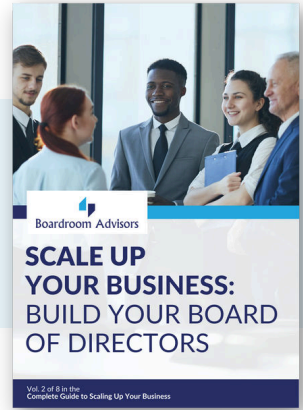
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