




**Using a Company Performance Review to Develop or Refine your Marketing Plan**

By Tom Tubergen  
CEO - MSG International LLC


© 2007 Mentoring Success Group



**“Strategy without tactics is the slowest route to victory. Tactics without strategy is simply the noise before defeat.”**

Sun Tzu “The Art of War”

© 2007 Mentoring Success Group



**What many people don't realize...**

- In addition to the financial crisis of the past 3-4 years,
- Is the devastating impact caused by the accelerating pace of technological innovation;

© 2007 Mentoring Success Group



**The Very Existence of Entire Institutions and Industries are Threatened**

- The US Post Office: Losing billions in revenue each year;
  - email is virtually free and delivered instantaneously 24/7; typically immune to rate increases;


© 2007 Mentoring Success Group



**The Very Existence of Entire Institutions and Industries are Threatened**

- The US Post Office: Losing billions in revenue each year;
  - email is virtually free and delivered instantaneously 24/7; typically immune to rate increases;
- Newspapers: News that's printed once per day is ancient news by the time you read it; doesn't include the dozens of videos already posted to YouTube;
  - During the first six months of 2009, 105 newspapers published their last issue;

© 2007 Mentoring Success Group



**The Very Existence of Entire Institutions and Industries are Threatened**

- Radio and Television:
  - “When my listeners have 37 choices of HOW they want to listen to their favorite music, WHEN they want to listen to it, what am I gonna do? Sell cemetery plots?” Radio Industry Executive;

© 2007 Mentoring Success Group

**Msg**  
MentoringSUCCESSGroup.com

### The Very Existence of Entire Institutions and Industries are Threatened

- **Radio and Television:**
  - “When my listeners have 37 choices of HOW they want to listen to their favorite music, WHEN they want to listen to it, what am I gonna do? Sell cemetery plots?” Radio Industry Executive;
- **Payphones:**
  - Does anybody remember those payphones mounted on a pole located at the edge of every gas station parking lot? Or landline phones?

© 2007 Mentoring Success Group

**Msg**  
MentoringSUCCESSGroup.com

### The Very Existence of Entire Institutions and Industries are Threatened

- **Kids and Texting:**
  - Should our schools continue teaching proper grammar?
  - Its an indicator of the changes in our social fabric, how we communicate, and ‘do’ business with each other;
  - We’re no longer members of a neighborhood, but rather, members of special interest groups;
  - Hint: in 10 years, you won’t be meeting these new businesspeople at the next chamber of commerce meeting;

© 2007 Mentoring Success Group

**Msg**  
MentoringSUCCESSGroup.com

### So, That All Begg the Question....

- **What impact has the recent economic restructuring had on your core group of clients?**
  - The pace of technological innovation will continue to accelerate;

© 2007 Mentoring Success Group

**Msg**  
MentoringSUCCESSGroup.com

### So, That All Begg the Question....

- **What impact has the recent economic restructuring had on your core group of clients?**
  - The pace of technological innovation will continue to accelerate;
- **How has your firm altered its value proposition in response to the economic turbulence?**
  - Not Sure? You’re as good as unemployed;

© 2007 Mentoring Success Group

**Msg**  
MentoringSUCCESSGroup.com

### Session Take-aways...

- **This session is designed to get you to step back and assess the bigger picture of the business environment around you, to connect the dots, and use the marketing tools you’re familiar with more productively.**
  - “My client’s are looking for answers, and so are we”;
  - Leave with the ability to build a structured process or framework for getting those answers...
    - Collecting Key Inputs to Your Tactical Strategy;
    - Analyzing the Key Inputs that can/will determine your future;
    - Identifying the specific items that require your active intervention;

© 2007 Mentoring Success Group

**Msg**  
MentoringSUCCESSGroup.com

### Marketing Is Not A ‘Black Art’

- **Developing a ‘closed loop’ methodology:**
  - **Inputs:** collecting valid relevant data from which we determine our firm’s (key clients) strengths, opportunities, threats and weaknesses;
  - **Analysis:** Deciding what’s important to us;
  - **Outputs:** implementing our tactical strategy; the results become our next set of inputs;

© 2007 Mentoring Success Group

MSG  
MentoringSUCCESSGroup.com

## Collecting the Inputs

- Getting a holistic picture of the environment that confronts you, your key clients, and your firm;
  - Frequent mistake: focusing on the elements related to your field of expertise, and ignoring the rest;
  - Each operating component of a business enterprise is integral to its long term survival;

© 2007 Mentoring Success Group

MSG  
MentoringSUCCESSGroup.com

## Collecting the Inputs

- Measure the performance of the entire enterprise and each of the operating components;
  - Not just a specific subset such as a financial analysis or a sales analysis;
  - Measurable processes are predictable processes;
  - Example: MSG measures as many as 22 different component functions within a business enterprise;

© 2007 Mentoring Success Group

MSG  
MentoringSUCCESSGroup.com

## Collecting the Inputs

- Identify Root Causes
  - Frequent Mistake: stopping with secondary symptoms;
  - The best question you can ask is 'why?';

© 2007 Mentoring Success Group

MSG  
MentoringSUCCESSGroup.com

## Collecting the Inputs

- Pay careful attention to potential opportunities;
  - The Chinese word for 'crisis';
  - An economic downturn is comprised of equal parts danger and opportunity;
    - Reid Hoffman, co-founder of LinkedIn, stated that due to the economy, every individual is becoming an unwilling entrepreneur;
    - Long term, established businesses may be threatened, but they are being replaced by many more brand new entrepreneurs who have a higher need for the services and advice you provide;

© 2007 Mentoring Success Group

MSG  
MentoringSUCCESSGroup.com

## Collecting the Inputs

- Measure the Competition
  - Don't merely focus on your firm and your clients;
  - Are the issues you face an anomaly, or representative of the region or industry?
  - Their 'threats' are your opportunities;

© 2007 Mentoring Success Group


MSG  
MentoringSUCCESSGroup.com

## Processing Your Inputs

- Develop and use a hybrid model that works for you,
  - Based on standard tools and techniques you learned about back in college, or during your career;

© 2007 Mentoring Success Group

MSG  
MentoringSUCCESSGroup.com




## Processing Your Inputs

- Michael Porter's 'Five Forces Model'...
  - Existing competitive rivalry between suppliers
  - Threat of new market entrants
  - Bargaining power of buyers
  - Power of suppliers
  - Threat of substitute products (including technology change)

© 2007 Mentoring Success Group

MSG  
MentoringSUCCESSGroup.com




## Processing Your Inputs

- The PEST 'Control' Method
  - Political and Regulatory Environment;
  - Economic Pressures;
  - Social Upheaval;
  - Technological Innovation;

© 2007 Mentoring Success Group

MSG  
MentoringSUCCESSGroup.com




## Processing Your Inputs

- Standard SWOT Analysis
  - Typically measures the granular performance of a single business unit, proposition, or idea;
  - Used to specifically identify your firm's...
    - Strengths;
    - Weaknesses and Vulnerabilities;
    - Opportunities;
    - Competitive Threats to your firm and key clients;
  - Used to identify your competitor's strengths, weaknesses, etc.
    - Their weaknesses are your opportunities;

© 2007 Mentoring Success Group

MSG  
MentoringSUCCESSGroup.com




## Crafting Your Outputs: Tactical Responses

- Using the information inputs you've collected and processed, your job is to answer the following questions...

© 2007 Mentoring Success Group

MSG  
MentoringSUCCESSGroup.com




## Crafting Your Outputs: Tactical Responses

- Using the information inputs you've collected and processed, your job is to answer the following questions...
  - Per my internal business plan, what are my specific objectives for the next planning period?

© 2007 Mentoring Success Group


MSG  
MentoringSUCCESSGroup.com



## Crafting Your Outputs: Tactical Responses

- Using the information inputs you've collected and processed, your job is to answer the following questions...
  - Per my internal business plan, what are my specific objectives for the next planning period?
  - What would stop us in our tracks, put the fear of God into us, if a competitor did something unique before we thought of it?


© 2007 Mentoring Success Group



### Crafting Your Outputs: Tactical Responses

- Using the information inputs you've collected and processed, your job is to answer the following questions...
  - Per my internal business plan, what are my specific objectives for the next planning period?
  - What would stop us in our tracks, put the fear of God into us, if a competitor did something unique before we thought of it?
  - What could we do that would put the 'fear of God' into our competitors?


© 2007 Mentoring Success Group



### Crafting Your Outputs: Tactical Responses

- Using the information inputs you've collected and processed, your job is to answer the following questions...
  - Per my internal business plan, what are my specific objectives for the next planning period?
  - What would stop us in our tracks, put the fear of God into us, if a competitor did something unique before we thought of it?
  - What could we do that would put the 'fear of God' into our competitors?
  - What factors influencing our future will have the greatest impact on my firm and my key clients?


© 2007 Mentoring Success Group



### Conclusion:

- Make this process repeatable and measure the changes frequently
  - What impact are dynamic outside influences and/or your strategic 'outputs' having?


© 2007 Mentoring Success Group



### Conclusion

- Communicate regularly and often with clients, to continually collect & record the information you need for your strategy 'inputs';
  - 2009 MSG study of 100 accounting firms in Spain
    - Accounting firms who maintained minimal communications with clients had 4x client churn, and were 2.2x more likely to go out of business;


© 2007 Mentoring Success Group



### Conclusion

- The accounting profession hasn't changed much in the past 100 years...or has it?
  - 2+2 still equals 4;
  - 'buy low, sell high';
  - Recognize that it's not 'what' you're doing that's changing, its 'how' you're doing it;



© 2007 Mentoring Success Group



### Conclusion: Learning From The Past

- Charles Darwin and the Theory 'Survival of the Fittest': "Adapt or Die";
- Albert Einstein: the definition of insanity is doing the same thing over and over, expecting a different result;



© 2007 Mentoring Success Group



## Resources

- [www.MentoringSuccessGroup.com/AAM/](http://www.MentoringSuccessGroup.com/AAM/) (Available after June 24<sup>th</sup>)
  - SWOT Analysis Template;
  - PEST Analysis Template;
  - Five Forces Model;

© 2007 Mentoring Success Group



## Questions?

© 2007 Mentoring Success Group



## About the Presenter

Tom Tubergen  
President and CEO of MSG International

[www.MentoringSuccessGroup.com](http://www.MentoringSuccessGroup.com)  
800-480-8843 x400  
[tomt@MentoringSuccessGroup.com](mailto:tomt@MentoringSuccessGroup.com)

© 2007 Mentoring Success Group