

MAP&FIRE



Communication Series: **Marketing**



1. Brand



2. Marketing

Marketing Worksheet Overview

Welcome to the 2nd and final step in the Communication Series!

Marketing is the part of our business we often want to jump into with both feet on day one. Afterall, Marketing is where the rubber meets the road and you make real connections with the customers you're seeking to help. It's also where we see incredibly valuable tools like your website or advertisements come to life.

As you go through this worksheet, if you have questions around Big Picture, Product / Market Fit, or your Brand (which you just worked on in the previous step), you may want to go back and clarify those areas before continuing. Each of those components contribute to making your marketing effective.

Companies that jump straight to marketing without establishing the fundamentals face some common problems. In a best-case scenario, you take some stabs in the dark and hope something sticks with customers. Even if it does, you're unlikely to know *why* it worked, and you'd struggle to repeat that success again in the future.

However, with that critical thinking and structure for your business in place, you'll quickly see how they help in finding the right words, messages, and channels with which to connect with your customers. Let's get started!

Marketing Worksheet Outcomes

Here are some specific outcomes that we're working toward in the Marketing step:

- **Which** keywords and phrases your Customers use to describe their Job to Be Done and the kinds of help they're seeking
- **What** your marketing messages should say to address your Customer's specific needs and potential objections
- **How** to clearly communicate your positioning and value proposition to your Customers via your website, social media and beyond

Need Help?

For additional information on the components of this worksheet visit our website:

<http://mapandfire.com/field-guide/marketing>

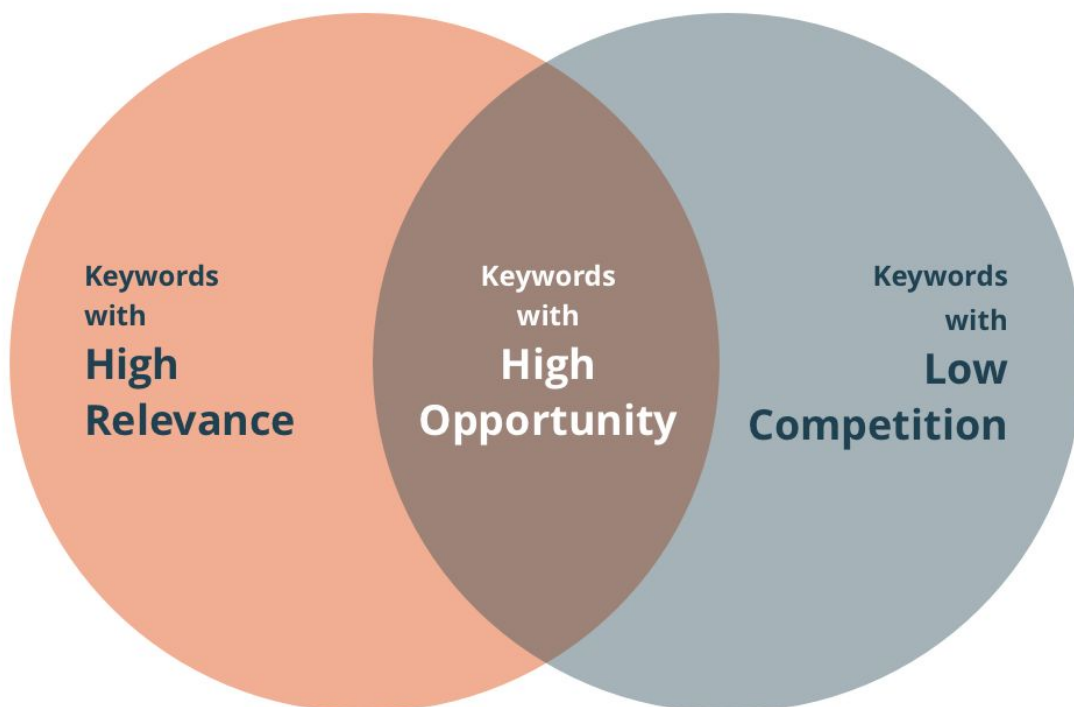
Keywords

A critical step in connecting with your Target Customer is understanding the words and phrases they use when seeking a solution for the Job they're aiming to satisfy. This is important for two key reasons:

1. Ensure your messaging communicates clearly to potential Customers that your Offering is the perfect solution to satisfy their Job.
2. Allow search engines (e.g. Google) to properly categorize and prioritize your content, so your Target Customer can find it when they search for words and phrases related to that Job.

The goal then is finding words and phrases that combine **high customer relevancy** and **low levels of competition** within your industry. Lots of other companies will be seeking attention around these words for their own purposes, so it's important to think about where you can find openings or advantages to "own" (i.e. rank well for) those Keywords for your company.

The intersection of what your Customers look for and where Competition is less intense represents the **highest opportunity** for your business to create **profitable** connections.



Exercise: Define your Keyword Set

Using what you know about your **Customers**, **Competition**, and **Offering** — *and* what you see being used on existing competitor websites — create a list of 10-20 words or phrases that your Target Customer might use when searching (e.g. via Google) to find information on your Offering.

Keyword Set <i>Words or phrases related to your Customer's Job to Be Done and your Offering.</i>			
1		11	
2		12	
3		13	
4		14	
5		15	
6		16	
7		17	
8		18	
9		19	
10		20	

Check Your Work:

- If your Target Customer found your website by searching for one of those Keywords would they find content relevant to that word or phrase?
- Would traffic from those words support the **Big Goals** defined in the Big Picture worksheet?
- Is there a direct link between those words and how you earn revenue?

If you answered “yes” to all of those questions, then those Keywords have a strong **relevancy** connection for your Target Customers. If you answered “no” for certain Keywords, see if you can replace them with stronger options.

Keyword Ownership

Now we want to see how much competition currently exists for these Keywords. Popular or common words and phrases are likely to have many different sources competing for “ownership” -- i.e. looking to rank highly for them in search results.

In some cases, “ownership” of a Keyword will come from direct competitors in your industry, but it could also come from indirect competitors such as informational sources or others with totally unrelated agendas. Regardless of their intent however, if they’ve laid claim to that territory they pose a challenge to you.

Basic Google Research:

The most basic way to quickly assess Keyword competition is simply to **search for the words and phrases on Google and examine the results.**

Exercise: Basic Keyword Research with Google Searches

Using basic Google searches and/or some combination of the advanced tools, refine your Keyword list down to the 5-10 Keywords that represent the best combination of:

- **Customer Relevancy:**
 - Informed by your [Customers](#), [Competition](#), and [Offering](#)
 - Supports your company’s [Big Goals](#)
 - Strong search volumes (relative to your industry)
- **Competition Level:**
 - Minimal level of search advertisements at the top and/or bottom of the results page
 - Organic results (i.e. non-paid ads) are **not** dominated by well-known, established companies or organizations relative to your industry
 - Affordable ad rates

Refined Keyword Set			
	Keyword	Customer Relevancy (High Med Low) <i>High is Best</i>	Competition Level (High Med Low) <i>Low is Best</i>
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

Check Your Work:

- Do you have several Keywords that are **High** in Customer Relevancy and **Low** in Competition Level? If not, try looking at additional suggested word options in tools like the Google Adwords Keyword Planner to uncover additional options.
- If you have Keywords with strong relevancy but questionable competition, you can try investing a set budget into an AdWord campaign to inform your Customer Acquisition Costs (CAC) (i.e. what do you have to spend in order to acquire a paying customer). This type of exercise will validate whether the return on investment for those Keywords would be sustainable at scale.

Summary Note:

There isn't a simple formula for finding the right set of Keywords, so you'll have to make some assumptions, test different combinations, and refine and adjust based on the feedback and results you get from Customers.

Key Messages

You can now use your list of Keywords to help inform the Key Messages you'll want to use to communicate with your Target Customers and motivate them to engage with your product, service, or content.

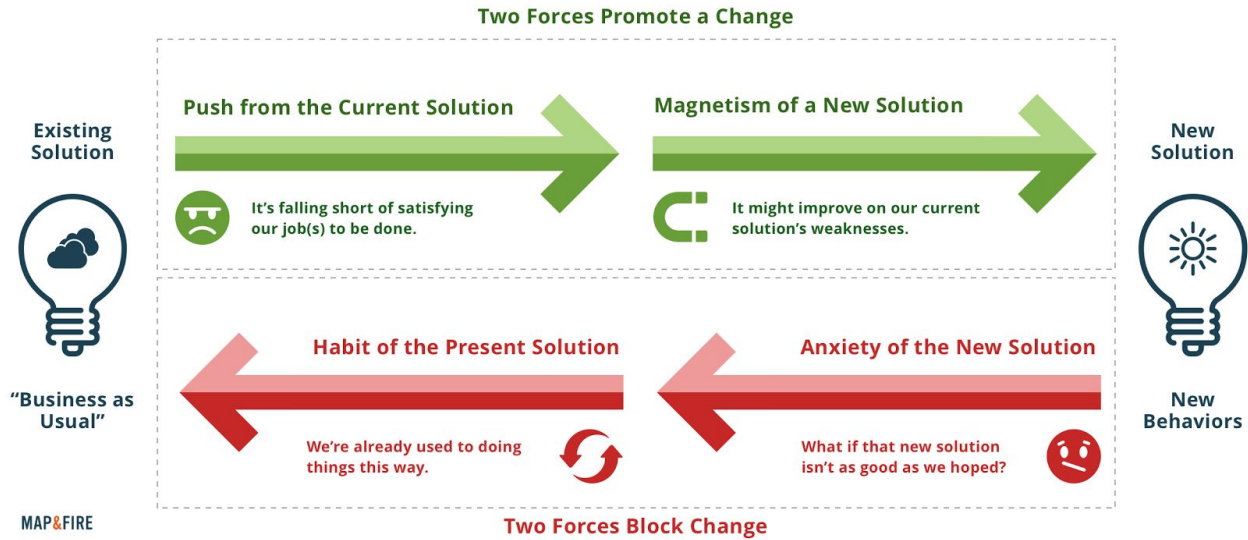
Your Key Messages will generally provide the first impression of your company to new customers, and in some cases they may be your *only* chance to connect. To make sure they're effective, your Key Messages need to take into account many pieces of information that you've defined so far in the Lean Strategy process:

- **Elements of Value (Customers):** Which core Elements most drive the behavior of your Customers
- **Value Proposition (Offering):** Why your Offering will satisfy your Customer's Job
- **Tone of Voice (Brand):** How you'll speak to your Customer
- **Keywords (Marketing):** What specific words and phrases your Customers are likely to use and/or expect to see when looking for a solution for their Job

To help focus all of these components into messages that will connect with your Customers, we'll look at the forces that affect your customer's desire to engage with your Offering¹. These forces define the psychological attraction that customers experience for products they use or are considering, and they will help us write messages that are based on psychology, not just what we think sounds good.

We use four of these forces: two forces *promote* change to the new solution, and two forces *resist or block* change to the new solution. **These forces are often shown in a diagram like this:**

¹ As defined by The ReWired Group:
<http://jobstobedone.org/radio/unpacking-the-progress-making-forces-diagram>



Exercise: Writing Key Messages

Taking into account the components that will influence your messaging, write four Key Messages, each of which focuses on one of the forces that affect your Customer's desire to engage with your Offering.

In each case you'll want to write a message that either *emphasizes* the positive element of the force, or *counteracts* the negative elements of the force:

1. Force: Push from the Current Solution:

- Messaging Strategy: Emphasize shortcomings of what they currently use to show why it's not satisfying their job sufficiently.
- Example (Uber): End the hassle of finding a cab, and then explaining directions to your driver.*

2. Force: Magnetism of a New Solution:

- Messaging Strategy: Highlight the key benefits of your Offering (Features, Value Proposition).
- Example (Uber): Get safe transportation any time, any place, with a couple taps on your phone.*

3. Force: Anxiety of the New Solution:

- a. Messaging Strategy: Emphasize how trying your Offering is quick / easy / cheap / guaranteed / etc. to limit their risk and ease their anxiety.
- b. *Example (Uber): Get your first ride delivered to you within minutes for less than the price of a cab.*

4. Force: Habit of the Present Solution:

- a. Messaging Strategy: Highlight a specific way that your Offering improves on a core feature or attribute of their current solution.
- b. *Example (Uber): Stop guessing which cab company is the best in your area and use a service that works great everywhere.*

Key Messages		
	Force to Address	Your Message
1	Push from the Current Solution Emphasize shortcomings of what they currently use to show why it's not satisfying their job sufficiently.	
2	Magnetism of a New Solution Highlight the key benefits of your Offering (Features, Value Proposition).	
3	Anxiety of the New Solution Emphasize how trying your Offering is quick / easy / cheap / guaranteed / etc. to limit their risk and ease their anxiety.	
4	Habit of the Present Solution Highlight a specific way that your Offering improves on a core feature or attribute of their current solution.	

Channels

The next step to consider with your Marketing efforts is determining which communication channels will allow you to make the most effective connections with your Customers.

With so many social and content platforms available it's easy to get overwhelmed or lost when deciding where to focus your attention. It's also critical to remember that creating and sustaining *any* meaningful audience engagement on *even one* channel requires a substantial amount of time and energy. *Unless you have the time, budget, resources to commit to a channel the best default answer to the question "Should I be on (name a social network)", is **NO**.*

Beyond the resources required to support a particular channel, you'll of course want to ask whether that channel would actually support the goals of your company and help make meaningful connections with your target customers. Just because your customers may use a particular channel doesn't mean it's the best method for you to connect with them.

With those guidelines in place, the following are high level recommendations around where you can best spend your resources.

Note, this isn't meant to be a fully comprehensive guide to all possible channels, but it represents a starting point for some of the most effective and popular options currently available.

Internally Controlled Channels

Internally controlled channels are those that you can “own” and control in some meaningful way. They won’t come with a built-in network or audience, but you can extract a great deal of value from them over time because you control them.

Internally Controlled Channels	Purpose
Tier 1	<i>Must have for virtually all companies</i>
Website	For many businesses this will be your initial and primary touchpoint with your audience. Unlike social networks, you have complete control of it in terms of design, functionality, and content. It provides the most clear and focused view of your company’s value proposition for customers.
Tier 2	<i>High value for almost any company</i>
Email Newsletter	Email provides easy, consistent access to your ideas and content with your most dedicated followers. These followers represent your most prime segment for conversion to customers (or repeat customers) as well as potential evangelists for your company. And because it’s direct, Email is one of the more personal forms of digital communication (compared to social media, for example).
Articles / Blog (self-hosted or on a platform like Medium)	Builds trust and awareness through thought leadership. Generating original, high quality content is one of the best ways to create new connections with potential customers and expand your SEO footprint. This is a slower path, but it can provide lasting advantages if you stick with it.

Externally Controlled Channels

Externally controlled channels such as social media pages are easier to set up and dive into than something you build for yourself, but the tradeoff is that you have a limited control over how your content is formatted and distributed.

The following are only intended as broad, initial prioritizations for those getting started with social media. As time / budget / resources become available, you can experiment with engagement on different platforms to see where you’re able to make the strongest connections with your specific target customers.

Once again, you’ll want to consider how any channel fits with your **Big Goals**, **Customers**, **Competition**, and **Offering**. Your execution on any channel will be informed by your **Brand**.

Externally Controlled Channels	Purpose
Tier 3	<i>Moderate / High value for many companies</i>
Facebook	The largest and most actively used social network provides opportunity to create connections and have conversations with potential customers on a platform they already use regularly. Better for Business to Consumer (B2C) companies like packaged goods, food or entertainment than for Business to Business (B2B) companies that provide professional services.
Tier 4	<i>Moderate value depending on company / audience</i>
Instagram	A place to express the brand's voice visually through shareable, emotionally-connected images and video. Best for offerings that are visually appealing (e.g. food items) or whenever you have great photography.
Twitter	Allows for quick, direct conversation with your audience/community, a place to share/promote content, and a testing ground for new content ideas. More effective for B2B companies than Facebook.
Tier 5	<i>Value highly dependent on company / audience</i>
YouTube	As the largest home for video content and the second most trafficked search engine (behind only Google), a valuable location to connect with audiences seeking video. A great place for tutorials, interviews, how-to content, or reviews.
Snapchat	Popular video/image-chat network particularly for connecting with younger demos (13-24).
tumblr	Large active monthly audience (skews 18-34) that favors quirky and unusual visual-based content.
Pinterest	Female-centric audience (~85%) looking to collect and share aspirational image content. Great for design, lifestyle, home furnishings, garden, weddings, food, or other strongly visual content.
LinkedIn	As the most active business-specific social network, it provides a focused means of connecting with professionals or other businesses. Best for B2B companies, not as good for B2C companies.
Tier 6	<i>Limited value for almost any company</i>
Google+	Highly debated value due to uncertainty on accurate user engagement statistics -- limited use even by large companies.

Guidelines and Cheatsheets

In the **Appendix** of this worksheet are compilations of best practice guidelines from our own experience and subject matter experts in content marketing and social media.

We're including two pages of information for reference:

- **Content Strategy for Web Pages:** This includes a blend of strategic guidelines, writing tips, user psychology, design best practices, and SEO rules.
- **Content Marketing Cheatsheet:** Once you're ready to start creating content, this is a compilation of best practices for the highest value channels per our recommendations. It includes guidelines on frequency of posting, optimal times to post, content length, and other channel-specific tips.

Assumptions and Experiments

As you're working on defining and *refining* the areas of your business, you'll need to make assumptions about what you're doing in order to make progress. Assumptions are a necessary part of working on a business, so there's nothing inherently wrong with making them — as long as you track them and work to prove them out.

We include this section on each worksheet so that you can get in the habit of tracking assumptions as you go. If an assumption poses a low level of risk for the success of your business, you may want to simply note it with plans to address it as you go. But if your business truly hinges on a particular assumption it may be necessary to pause the process and validate your assumption with an experiment before continuing on.

There's no perfect formula to assess risk severity, so you'll have to use your best judgement based on the data you have available. But if you start to see an accumulation of assumptions that depend on one another, that's probably a good sign to pause to make sure you don't create a house of cards.

Business Assumptions Template:

Use the template below to gather and prioritize assumptions you've made along the way.

Business Assumptions			
Assumption Description	Assumption relates to (The Problem / Your Solution)	Danger if assumption is false (High / Med / Low)	Confidence that assumption is true (High / Med / Low)

Running Experiments

Once you have an assumption that you feel needs to be validated, you can work on testing it using our experiment template in the Practice worksheet ([click here to access](#)).

This template will give you a clear outline for how to set up and execute a well defined business experiment. It will also make sure you're gathering clear data to validate your assumption.

Congratulations, You've Completed the Marketing Worksheet!

Congratulations on completing the 2nd and final step, in the Communication Series!

You should now know some specific Keywords and Messages you can use to make strong connections with your audience. Using this information along with an understanding of the psychological forces that drive customer decisions, will help you create marketing materials that build your SEO and engage potential customers.

By using the content strategy best practices and the social media information sheets, you'll also be equipped to make good strategic choices around which marketing channels to focus on. Remember it's always best to start slow and build good habits before jumping in with both feet.

Which leads us to...

What Next?

Next up is Validation. Now that you have all of these insights about your business, it's time to put your ideas to the test.

We'll do this by running "experiments" that take the different assumptions you've made along the way and testing to see if they're true or not, and why. By doing this, you'll create a way of learning what actually works for your business and what doesn't. Best of all, you'll now have a way of applying those learnings in a meaningful way to keep making your business better.

A Sneak Peek at the Validation Step






Here's a sneak preview of what we'll cover in the Validation Step:

- What it means to run an experiment on your business
- How these experiments should be structured to maximize what you learn from them
- Which experiment you'll run first

Don't Wait - Start Validating!

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Content Marketing Cheatsheet

Touchpoint	Frequency	When to Post	Content Length	Tips
 Article	1-4 per month	8AM PST, Mon	Headline: 6-10 words, Short form post: 600-700 words, Long form post: 1500-1800 words	Use a blend of practical information and personal stories to provide guidance that will connect emotionally with your audience
 Newsletter	1-4 per mmonth	9AM PST, Thurs	Subject line: under 50 chars, Body: under 250 words	Tease articles or other relevant content but only enough to generate click-throughs to your website / blog / etc.
 Facebook	2-3x per week	12PM PST, M/Th/Fri	80-140 chars	In addition to sharing articles, curate, share, and comment on content related to the brand's purpose
 Instagram	2-3x per week	3PM PST, Tu/W/Th	~200 chars	Use @mentions, #hashtags, and location to improve engagement and build audience
 Twitter	1-2x per day	5PM PST, M-Su	120 - 130 chars, under 100 chars may see higher engagement	Share bite-sized content such as quote-sized thoughts, article concepts, or links to trending brand-relevant content

Internally Controlled, High Value 

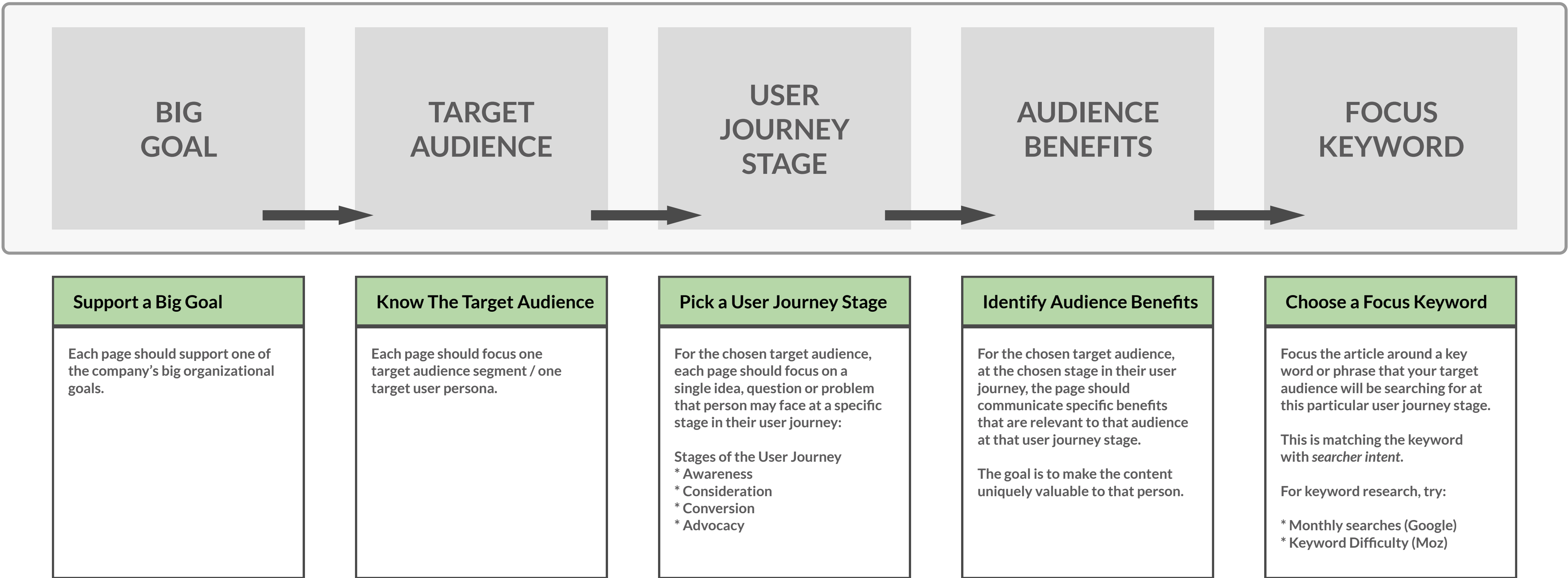
Externally Controlled, High-to-Mid Value 

REFERENCES:

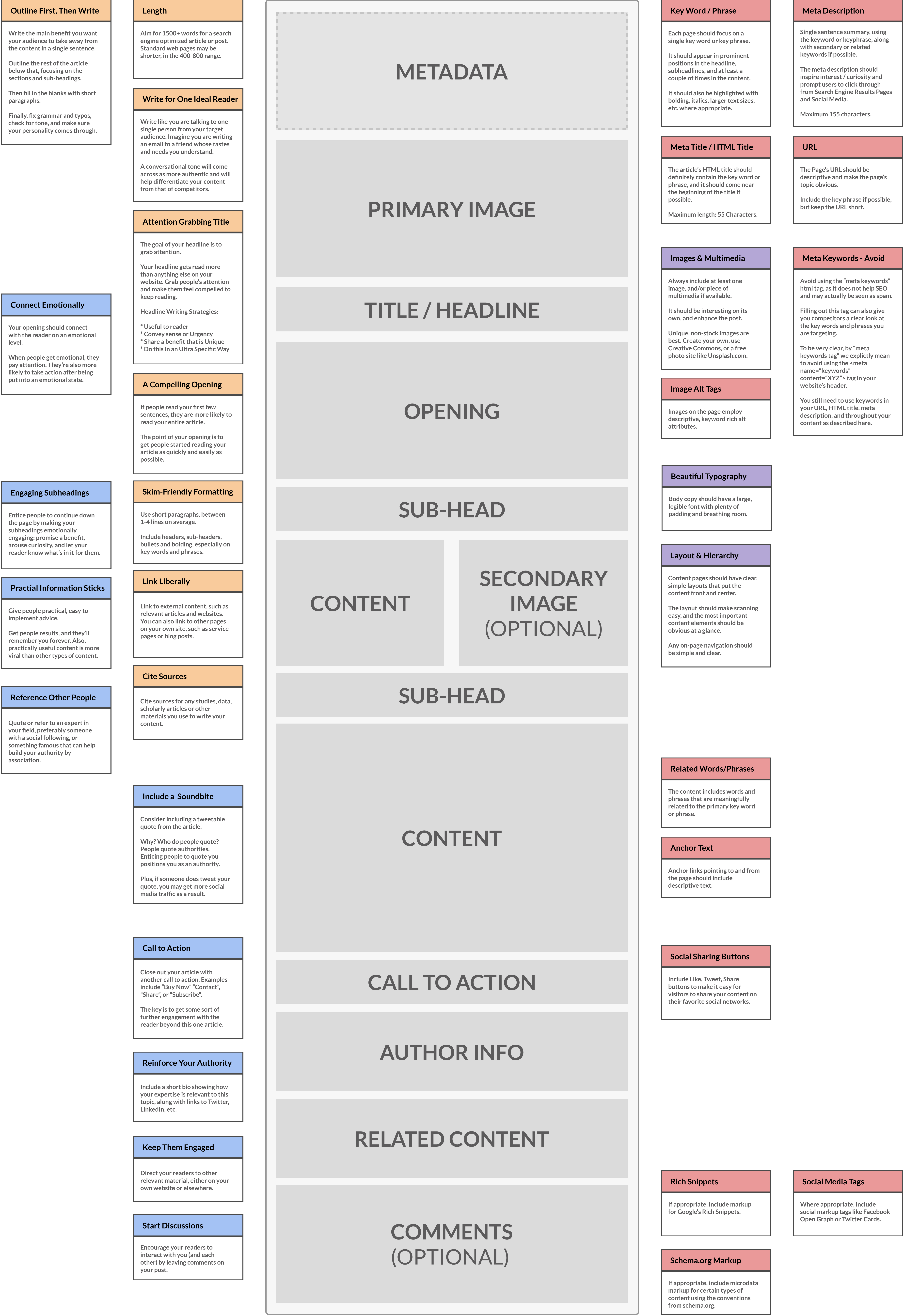
BLOGS: <https://blog.kissmetrics.com/science-of-social-timing-3/>
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Before You Write: Content Strategy



The Well-Crafted Web Page
by Map & Fire



Key References

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