



SalesRenewal

Growing Revenue. Sharing Risk and Reward.

Sales Renewal's Strategic Marketing in Action

From Overcoming Business Disruptions,
to Going-to-Market, to Exit Planning,
Sales Renewal Marketing Strategies
Lead to Success

Introduction

Whether it's due to the pace of modern business or the lack of in-house expertise, many businesses minimize analysis, planning and strategizing in favor of "activity", leading to random acts of marketing without direction, synergy or rationale. While there are times "going with your gut" makes sense, doing so when your business is facing a critical strategic challenge is not one of them. Further, there is no way to be sure you're spending your marketing dollars wisely and maximizing your marketing ROI without the framework that a strategic approach provides. As Ben Franklin wisely pointed out, if you fail to plan, you're planning to fail.

Every business needs to develop sound business and marketing strategies that include clarity around everything from top level business goals and objectives, to product or service offerings, competitive advantages & positioning, messaging, and more. A reassessment of your business's underlying marketing strategy may be necessary when external market conditions or internal priorities change as a result of unexpected—and even expected—events. Being adaptive in a changing business landscape is essential.

Before diving into any strategic marketing exercise, however, it is important to understand exactly what strategic marketing is and how critical it is to business success. Strategic Marketing is marketing that is grounded in clear, documented business and marketing strategies that include competitive position, messaging, goals, and budget to create sustainable competitive advantages and a compelling brand promise. Your marketing strategy dictates the direction your business is going and should be the guiding principle around which all tactical marketing decisions are made.



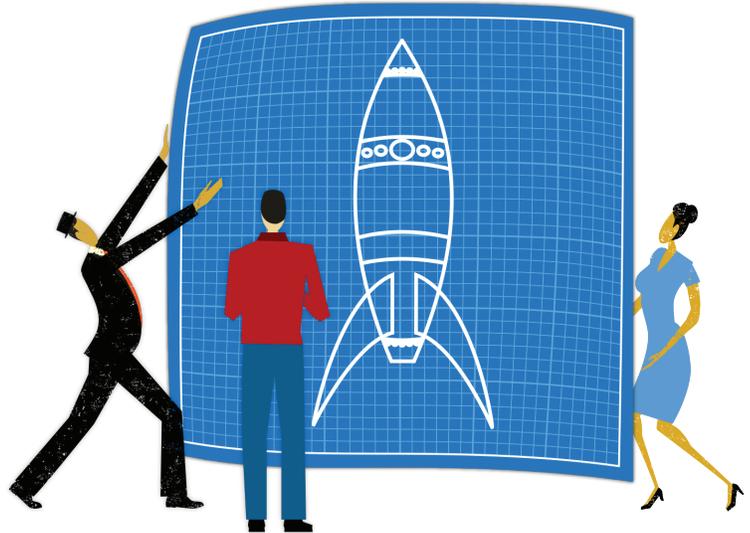
Strategic Marketing is in our DNA

Strategic Marketing is a complex, challenging arena because it overlaps many diverse disciplines that typically have their own coterie of consultants with narrow, specialized expertise: marketing tactics for marketing agencies (with minimal experience in strategy), business strategy for management consultants (with minimal experience in marketing), or sales strategy for sales consultants (with minimal experience in either), among others.

Sales Renewal is different. We understand the paramount importance of strategy in determining ultimate marketing success. Strategic Marketing has always been at the heart of our outsourced marketing offering, JointSourcing, as it combines strategy and execution. In fact, nearly all JointSourcing clients who have engaged us since our founding in 2009 have faced significant strategic challenges (which is usually why they engage us). As a result, we have the diverse expertise, wide ranging experience, and well-honed processes Strategic Marketing demands.

The Marketing Strategy Blueprint

A **Marketing Strategy Blueprint** is based on a thorough, candid evaluation of our clients' current marketing strategy using a variety of approaches including a marketing investment analysis, a collaborative business analysis, a competitive review, and more. The Blueprint delivers a Strategic Marketing Plan: recommended changes & enhancements to strategy, branding, pricing, product/service mix, messaging, positioning, and more. For example, we have worked with clients to:



- **Adjust business and marketing plans for business disruption.** Whether your business was hurt by the pandemic and the resulting economy or by the entry of a powerful, new competitor, successfully adapting to and overcoming disruptions is one of the most challenging things you might ever have to do—and it must be done quickly without sacrificing creativity or effectiveness.
- **Reposition companies for better growth.** If you're looking to jumpstart growth, bringing in a fresh pair of experienced eyes who can strategically reassess your brand, competition, strengths, weaknesses, positioning, messaging, marketing plan and more may be the answer.
- **Devise go-to-market strategies for new products or services.** If you're thinking of launching a new product or service, you'll need to make a host of challenging decisions: naming, pricing, positioning, developing new channels, updating the marketing plan for the new and the old, etc. Given the importance of getting them right, bringing in experienced outside advisors may benefit you greatly.
- **Reduce time-to-first-dollar from prospects in a pipeline.** If you're looking for a strategy that can reduce the length of your sales cycle by reducing the time prospects sit in your pipeline, consider Targeting Your Fastest Prospects™ or unbundling your services/products to make it quicker and easier to become your customer..
- **Help Increase the payout from selling their business.** Given that buyers of a business determine a fair price based on a multiple of its revenue, there is tremendous reward for reliably growing sales in the 3-5 years before you exit your business. Are you confident your current marketing strategy will deliver the revenue results your retirement is counting on?

Creating a solid underlying marketing strategy will stake your competitive advantage for success in the long term. Whether it's a law firm seeking to disrupt the legal services sector with an entirely new business model, an online seller of electronics trying to escape the straitjacket of commodity pricing, or a wealth management firm wanting

to capitalize on generational change in its industry, Sales Renewal has worked with these and other clients to define and hone their strategy, messaging and positioning for long term success.

The case studies below represent a selection of Sales Renewal's JointSourcing clients who benefited not only from our strategic marketing consulting, but also our subsequent execution and management of their Strategic Marketing Plan. The Marketing Strategy Blueprint is also now available independent of JointSourcing's execution services.



Case Study

Go-to-Market: My Outside General Counsel

The Challenge

130-year-old law firm Eno, Martin, Donahue & Roth LLP (EMDR), with offices in MA and NH, had been thinking for years about how to grow their general counsel business and knew they needed to break out of the typical law firm framework to do so. The firm recognized that the unpredictability of the hourly billing model inhibits many small and midsize business owners from accessing much needed legal advice. It also realized that many small business owners are not aware of the many benefits having a closer relationship with a business attorney can provide. In addition to traditional legal services, attorneys can advise strategic business decisions, negotiating strategies and other non-legal matters, but small business owners often don't know they can turn to their lawyers for that type of guidance. And even if they did, the thought of the running fee meter was enough to deter them from picking up the phone.

Driven by his grandfather's stories of "the time before the billable hour", when lawyers routinely spent time with their

clients without starting any meter, providing guidance and advice along the way, the firm's managing partner began thinking about how to get back to that type of personalized lawyer/client relationship. When attorneys really get to know their clients' business, and their hopes and dreams for that business, there is so much added value they can bring to the table. But that value was lost because clients are afraid of the unpredictability and opaqueness of the hourly fee.

This desire to help small and midsize businesses proactively head off legal problems and take advantage of business opportunities was the genesis of My Outside General Counsel (MOGC). And while the concept for this new service had been brewing for some time, the firm had been unable to effectively articulate the vision. It knew that it should be based on predictable pricing and unlimited access to an attorney, but had struggled to come up with the right business model and messages that prospective clients could easily understand.

In effect, MOGC would address a problem that many small business owners don't even know they have: the

opportunity cost of not involving a lawyer early on. This meant that the first challenge would be to change the way small and midsize businesses think of, and engage with, their attorneys. MOGC's guiding principle would be, "an ounce of prevention is worth a pound of cure," and getting this message out to potential clients would be critical.

The second challenge would be to turn this new service into a recurring revenue stream, a highly coveted prize in the transaction-heavy legal space. Large enterprises employ in-house attorneys to perform strategic and legal functions, and filling that role for small and midsize businesses would provide predictable, recurring income for the firm at a much lower customer acquisition cost.

The third challenge would be to structure the service in such a way that the attorneys did not have to "sell" it (which they're loath to do).

The Strategy

During our initial Marketing Strategy Blueprint discussions, it became clear that in order to bring the firm's vision to life, Sales Renewal, working closely with the partners at EMDR, needed to define and build out the specifics of the offering (including what new services would have to be created, how they would be structured and priced, what would be included, and so on), and then create a new business model behind it.

The Strategic Marketing plan recommended a tiered, subscription-based service model that would offer clarity and certainty. Similar to subscription models common on the Web, benefits & costs would increase across four different tiers and allow business owners to choose a tier based on their legal needs and budget. This model would make it easy and affordable for clients to bene-

fit from ongoing legal and business counsel, a strategic capability formerly limited to large enterprises with in-house legal staff.

Importantly, we also advised the firm to discount all services outside the subscription model so that we could position MOGC as a 'complete legal solution': both everyday and extraordinary legal issues would be covered under the program.

Thus, by removing the barrier to entry (cost, predictability, transparency), we would create a viable solution to a wide array of businesses' previously intractable problems, resulting in a win for both the firm and its clients. And, the clearly laid out, comprehensive benefits pre-



	Tier 1 Unlimited Access to Legal Advice	Tier 2 Unlimited Access to Legal and Strategic Business Advice	Tier 3 Unlimited Access to Legal Advice and Trusted Business Counsel	Tier 4 Full In-House Counsel Services + Flat-Fee Litigation*
	\$399/month	\$529/month	\$799/month	\$2549/month
Unlimited Access to Your MOGC Attorney <small>Unlimited, scheduled discussions via email, phone or video to answer your legal questions</small>	✓	✓	✓	✓
Document Review/Modification <small>Review and/or modification of legal documents, including contracts</small>	1/month	2/month	4/month	Unlimited
Discount <small>Discount on non-routine business legal services outside of MOGC (e.g., litigation, M&A, patents, etc.)</small>	2.5%	5%	7.5%	10%
Early Stage Litigation Strategy & Analysis <small>Early stage assistance that can possibly prevent litigation or strengthen the case if not</small>		✓	✓	✓
*Flat-Fee Litigation <small>Flat-fee litigation services for claims under \$25K</small>				✓
Online Access <small>Securely access your company's legal documents in one place</small>		✓	✓	✓
Letters Sent on Your Behalf <small>Drafting of general attorney letters (e.g. Nonpayment, Cease & Desist, etc.)</small>			2/month	Unlimited
Legal Research <small>Time available to research legal matters</small>			5 hours/year	10 hours/year
Business Strategy Calls <small>Business strategy calls & remote discussions</small>		30 minute strategy call/month	Unlimited	Unlimited
Business Strategy Sessions <small>In-person business strategy discussions</small>		1/year	2/year	Unlimited
Attendance at Board of Director Meetings <small>Attendance at quarterly or monthly board meetings</small>				✓
Annual Business Filings <small>Completion of all required annual business filings (filing fees extra)</small>			✓	✓
Training Sessions <small>Training sessions for staff (e.g. HR, compliance, etc.)</small>				✓
Business Succession Plan Review <small>Annual review and assessment of your plan</small>			✓	✓
Business Succession Plan Creation <small>Creation of a new succession plan</small>				✓
Estate Plan Review <small>Annual review and assessment of the estate plans of up to 3 business owners</small>			✓	✓
Estate Plan Creation <small>Creation of new estate plans for up to 3 business owners</small>				✓

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sented in a logical progression of tiers would allow the firm's attorneys to "educate" clients on the value of each tier without having to "sell" additional services.

Our competitive analysis revealed that there was a powerful national player with deep pockets who also used a subscription model, but who was not itself a law firm, so did not offer the personalized and customized services clients would benefit from through their dedicated attorney at MOGC. Unlike these other providers, MOGC would not be a legal services aggregator as it would be backed by a 130-year-old law firm whose lawyers are personally committed to their client's success. It would be completely transparent about the program, how it works, what is included at each level and most importantly, its fees. Making these differences abundantly clear would help prospective clients understand MOGC's benefits, thereby shortening their time in the sales pipeline.

Sales Renewal's Strategic Marketing practice developed a successful go-to-market strategy for MOGC by help-

"Right from the beginning, Sales Renewal understood what we were trying to do. I was astounded that they got it just right and were able to translate that into a clear, simple format clients can understand. They didn't just create a great website, they helped create the whole business model."

**- Matt Donahue
Managing Partner, EMDR**

ing to define the new service and create the underlying business model to support it. The resulting Strategic Marketing Plan determined effective positioning, developed the required messaging, and outlined the tactics necessary to introduce it to prospective clients. We continue to work with MOGC on the execution and management of their Strategic Marketing Plan through our JointSourcing Solution.

Case Study

Repositioning for Growth: MATsolutions

The Challenge

Irving Texas-based MATsolutions started as a test & measurement equipment calibration business in 1992 and evolved into a full service test & measurement sales and support operation that also offered calibration. Then known as Measurement Assurance Technology, MATsolutions (MAT) had committed itself to accelerating its already impressive sales growth. As with many companies, MAT's leadership had great depth and expertise in managing their business, sales strategy and execution, and knowledge of their customers, compet-

itors and industry. But they had found, also like many firms, that translating this expertise and experience into cost-effective marketing strategies and programs was challenging, fraught with time consuming trial-and-error efforts that distracted them from other important management responsibilities.

MATsolution's Marketing Strategy Blueprint sessions revealed that the company needed—among other key changes—to provide better value than simply being a commodity supplier of used test and measurement equipment. Equally important, to build more loyalty

and overcome significant procurement barriers within the large-company prospects that could fuel far faster growth, MATsolutions needed game-changing strategies and marketing programs. In a business where customers have traditionally selected vendors solely on the basis of price, these were the elements that would set MATsolutions dramatically above its competitors.

The Strategy

As the Strategy Blueprint developed, our discussions uncovered the potential benefits of broadening both the appeal and perception of MATsolutions' expertise. Because MAT operates in a commodity industry, we recognized early on the need to differentiate MAT from other players. One of the strategic goals became rebranding MAT into a valuable resource for its customers so that their B2B sales team and website could escape the commodity trap of competing solely on price.

"Having two highly dedicated and bright teams responsible for this transformation [of our business] has allowed us to deliver something far superior than either team alone could have."

**- VP Sales & Marketing,
MATsolutions**

Our recommendations began with rebranding Measurement Assurance Technology into MATsolutions. Because their target market already referred to them as MAT, it would remain recognizable, and by incorporating the word "solutions", the well-known brand would take on the new meaning of solution selling. In this way, we would be able to leverage important brand equity while simultaneously repositioning the company as the premium player.

We further together decided to reposition their existing eBay store as their discount outlet (so as to not lose any business from price conscious buyers) and proposed a new ecommerce website that would appeal to the new service-oriented buyers they hoped to attract. To lower their cost of sales, the site would be integrated with their inventory system and would automate tasks that their sales people previously used to perform manually.

We also proposed significant new peace-of mind-guarantees (important in a market where some operators had reputations similar to used car salespeople), later actualized in their new Buy with Assurance™ and Operate with Assurance™ programs. We also, to maximize customer loyalty, proposed MATrewards™, the company's unique, proprietary B2B loyalty program that would be integrated into its new ecommerce system.



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MAT boldly agreed with another of Sale Renewal's recommendations to carve out a first-mover position with a unique policy of providing free US shipping and extended warranties on everything purchased through the website. Part of our proposed strategy also included another industry first: the ability to purchase products at fixed and transparent prices on their website using a credit card or P.O. (important for corporate buyers). In a market where vendors often hide prices from buyers, open pricing would provide a powerful reason to purchase through the website, thereby lowering MATsolutions' cost of sales further.

MATsolutions' overall transformation has been validated by the U.S. Chamber of Commerce, which awarded MATsolutions its prestigious Blue Ribbon Small Business of the Year, given only to 100 entrepreneurial small businesses (out of the millions) across the country each year in recognition of outstanding strategic planning, marketing, and other factors. While MATsolutions received the award, the company's management attributes the win largely to the collaborative efforts and exciting results driven by Sales Renewal's unique strategic approach and process. As yet another validation of their strategic success, MATsolutions was recently acquired by Trescal, a worldwide specialist in calibration and asset management services.

Case Study

Capitalizing on Disruption: Trust Advisory Group's TAG 2.0

The Challenge

TAG 2.0 was the brainchild of William McCance, President and CEO of Trust Advisory Group, a Massachusetts-based financial advisory firm. Sitting by the pool one day while at a conference in Las Vegas, he turned his mind to the future of his firm and its long term business goals, and was struck by a jarring reality: "If I waited long enough I'd have no firm, no advisers, and no assets under management, because everyone would have gone the way of the dodo bird."

Nearly half of assets nationwide are managed by financial advisers 55 and older and fewer than a third of them have a formal succession plan in place. With a wave of retirements expected in the coming years and few younger people going into the profession, McCance saw an opportunity. While it has become typical for large firms to offer some sort of buyout, none prioritize the existing client relationships or the

earning potential of the retiring advisor (i.e. monetizing the practice.)

Always somewhat of a contrarian – TAG has no minimum requirements for the size of an advisor's book – our client sought to disrupt the business of advisor succession planning with a new model. Using the proprietary "TAG TEAM" model, TAG 2.0 as it would become known, enables transitioning financial advisors to select their own successor from a younger advisor pool of TAG-trained associates and mentor them as they work together to transition client relationships. During the hand-off period, these younger advisors work hard to increase revenue from the advisor's clients who could benefit from additional services and share that additional revenue with the transitioning advisor. And, it allows advisors to transition out of their practice at their own pace, be it months or even years.

“Sales Renewal was great at picking up on our initial concepts for TAG 2.0 and developing them into a comprehensive strategy that is resonating with an increasing number of prospective advisors. They really pushed us in a new strategic direction that continues to open doors for us.”

**- William McCance
President, Trust Advisory Group, Ltd.**

The idea of pairing older advisors with younger advisors to seamlessly transition the business, all while making more money for the retiring advisor, seemed like a no-brainer, but TAG struggled to define the process and realized that advisors were having a hard time understanding it.

The Strategy

During our Marketing Strategy Blueprint discussions, we helped define TAG 2.0's unique approach, which is a new concept in the industry. When we first began working with the firm, TAG envisioned that retiring advisors would sell their entire book of business to TAG, mentor the younger advisor for a while, and benefit from an agreed-upon earnout period prior to retiring. This was initially the only program the firm offered. We agreed to begin marketing this limited version of TAG 2.0 with the understanding that a large part of TAG's potential market was being left on the table, i.e. those advisors who were not yet ready to fully retire. Taking an agile marketing approach, we planned to use market feedback to continuously adjust and improve this strategy over a short period of time.

In the initial weeks of speaking to prospective advisors, it became clear that many were not ready to give up their practices and didn't want to talk about retirement. A significant number of advisors continue working well into their 70's and 80's, leading to the unfortunate phenomenon of "dying at your desk". Not only does this run afoul of regulations (especially when cognitive abilities become impaired as a result of aging), it also leaves families and loved ones in the lurch when practices dissolve without a plan in place. The reasons behind this trend, we discovered, are 1) many advisors are unsure of how to monetize their practice so they can gracefully and profitably exit, and 2) they actually enjoy working with the clients they have become friends with over the years. We needed to find a way to position TAG 2.0 in such a way that older advisors would listen.

Sales Renewal worked with TAG to recalibrate its marketing strategy by adjusting the underlying service offerings to speak directly to what was happening in the market. Compared to the relatively small segment of the market looking to retire immediately, a much larger segment was not quite ready for this definitive step, but was open to the idea of greater work/life balance, in other words, a partial, or semi retirement. Working closely with TAG, we then defined 3 distinct options designed to pull reluctant advisors into the pipeline more quickly:



1. The TAG Practice Protection Program, essentially a feeder program for the other two options. Under this program, advisors did not have to consider selling any portion of their business, rather it provides business continuity and succession planning, essentially an “insurance policy” in case anything happens to the advisor. Especially important in Massachusetts, it offers an easy way to stay compliant in the face of increased regulation.
2. Our strategy sessions led us to define the new semi-retirement option which we called “the best of both worlds”. “Semi-retirement” was a message many advisors could relate to and was an easier way to pull clients into the sales funnel. This way, advisors could

continue to work with those clients they enjoyed working with and let TAG handle the rest.

3. TAG still offers the full retirement option for those who are ready, however, this became the end goal rather than the option they led with at the outset.

Sales Renewal strategic marketing guidance helped McCance’s vision become reality. We developed a Strategic Marketing Plan that opened the door to many more conversations with prospective advisors looking to plan for their future and helped craft the right messages to get advisors thinking about monetizing their practice, thereby taking an active role in their succession planning. We continue to work with TAG on executing their Strategic Plan.

How Can Sales Renewal Help With Your Strategic Marketing Challenges?

Without the clarity of marketing strategy, your marketing efforts can not run efficiently: it is a crucial element to growing profitably. Sales Renewal understands, from years of experience working with our clients, the paramount importance of strategy in determining ultimate marketing success. This is why we are seeing more and more clients come to us to help address bigger strategic challenges and we are well-positioned to help. Taking the time to do a deep dive into your business to create a Strategic Marketing Blueprint provides a roadmap for success, whether you’d like to navigate it yourself or work with us to implement and manage it for you. Contact us today to schedule your Blueprint.

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