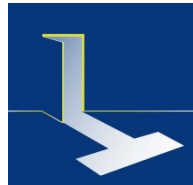


# Creating a Marketing Culture

## Roadmap Creating a Marketing Culture at your Firm



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# Is It Important to have a Marketing Culture?

***28% of Marketing Leaders at an international association of CPA Firms surveyed said they're concerned about Developing a Marketing Culture for their firm.***

Culture is defined as *the set of shared attitudes, values, goals, and practices that characterizes an institution or organization.*

Thus, a firm with a marketing culture believes in and consistently practices marketing techniques that ultimately reflect the organization.



**You can't value what you don't understand**

## Definition of Marketing

Regular & **ENGAGING COMMUNICATION** of your **CORE COMPETENCIES** to a specific **TARGET AUDIENCE** in a way that **DEMONSTRATES VALUE**.

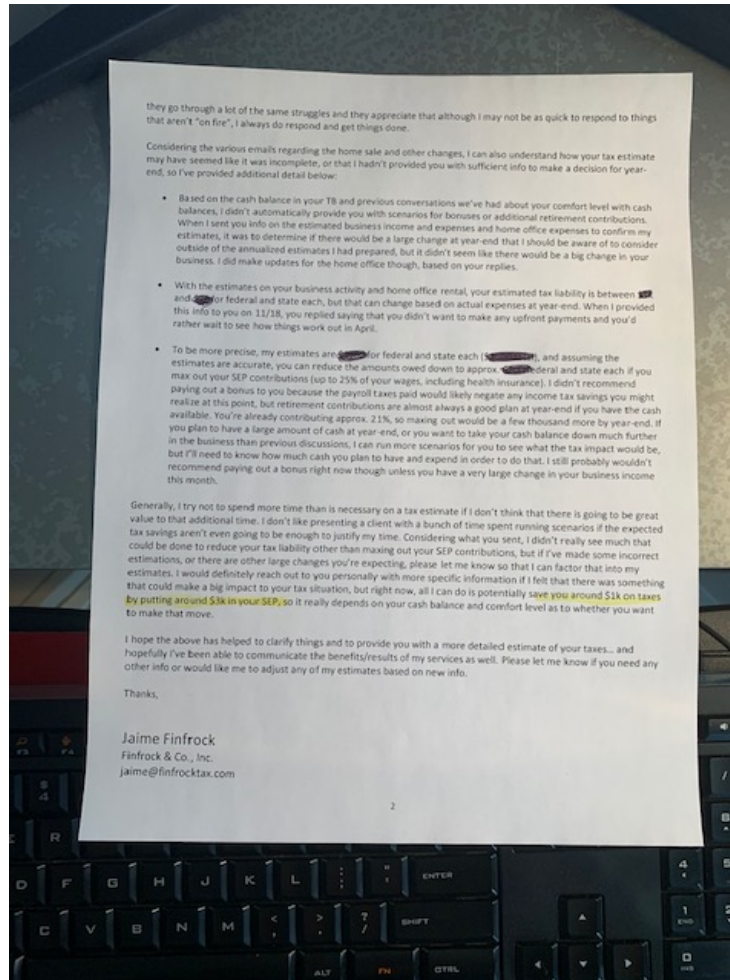
## Definition of Value Proposition

What you do, for Whom you do it and the VALUE that it provides.

**WHAT, WHO & WHY**



# You Can't Value what you Don't Understand



# WHAT DO WE MEAN BY A MARKETING CULTURE ANYWAY?

Instilling a Marketing Mindset = **AWARENESS**

That's what a marketing culture is – it's a **STATE OF MIND**. A sense of awareness around the **CORE OFFERING** and the perceived value as it's experienced by the **CLIENT**.



# HOW CAN WE INSTILL A MARKETING CULTURE AT OUR FIRM?

We need to tie our value around marketing  
with our experiences



# GENERAL QUESTIONS...?

What's going to dictate which values  
your firm embraces?

What's going to dictate what kind of feeling  
people have when working with you?

The CLIENT, The Referral Sources, the Professionals



# MANAGEMENT'S ROLE

## Management Buy-In & Support Empowerment

My goal is to help provide you with the tools & techniques/resources you need to help you begin to effectively understand and be an advocate for creating a marketing culture at your firm.



# What Do we Need to Know/Understand?

- **Clients** – who, how, what, when....
- **Workforce / Diversity** - generations, ethnicity, skill set (women-run, Greek, “young”?)
- **Management Style** – who sets the tone (1, group)  
work/lifestyle...democracy?
- **Employee Morale** – empowered? “in the know” chain of command/comm. Flex-time, etc.
- **Technology** - paperless, electronic/digital communication or tax filing, use of social media – Does everyone have a LI profile? Bio/pic on website?
- **Compensation Structure** – CPA reimbursement, finders’ fees/commission – incentives for mktg?
- **Retention** – staff and clients
- **Adaptability** – are you current and ever-evolving? Is Facebook allowed?



# Today's Areas of Discussion

- Define / Embrace Your Culture
- Think like Business Owner
- Niche-Focused Marketing
- Personal (Motivating) Marketing Plans
- Tracking New Business
- Relationships/Alliances
- Incentive Compensation / Marketing
- Shareholder / Firm-Wide “Buy-In”



# BRANDING

## Brand vs. Logo



- Name
- Service/product
- Brand



# CULTURE / CLIMATE

## CORE VALUES

Do you know what *core values* are?

They represent your deeply held beliefs,  
your highest priorities,  
and the fundamental forces  
that drive your actions.



# CULTURE / CLIMATE

How are you perceived externally?

What is YOUR BRAND...

# REALLY?

**Exercise:** Write down 5 clients and 5 referral sources and make a commitment to ask THEM about your brand. How about 5 lost clients or prospects? OR List 8-10 employees (diverse) you can ask.

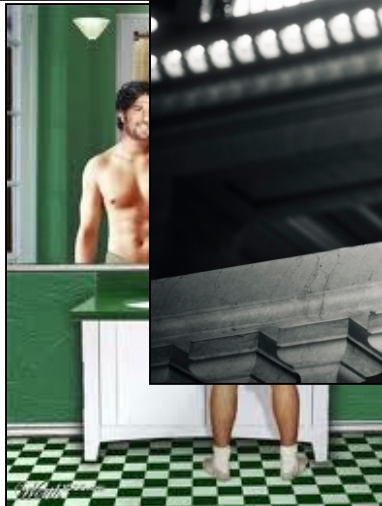
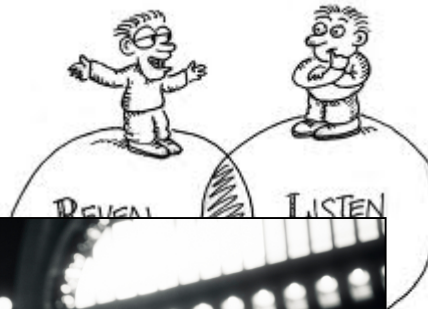


# THINK LIKE A BUSINESS OWNER

“I’ll Gotcha, Sweetie. Come on, you can do it!”



# Embracing a New Perspective



Self,  
Other,  
or  
Observer

# NICHE-FOCUSED MARKETING

Healthcare	becomes group medical practices with 5-25 physicians specializing in cardiology
Manufacturing	becomes bio-medical manufacturers
Construction	becomes mechanical contractors
Interior Designers	becomes high-end manufacturers and distributors of fabrics



# Niche-Focused Marketing Plans

- Confidence
- Education
- Work Flow / Productivity
- Pro-Active Approach



# Niche-Focused Marketing Plans

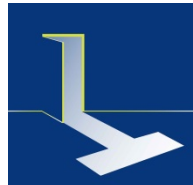
## Four Key Areas:

- Current Clients
- Prospects
- Referral Sources
- Target Organization/s



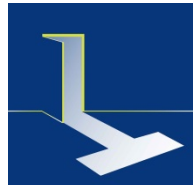
# Niche-Focused Marketing Plan – A Sample

Sample Niche-Focused Group Marketing Plan 2013								
	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	
<b>Current Clients</b>								
ABC Cardiology Group		check-in/new opps				check-in/new opps		
B&B Cardiovascular Specialists			check-in/new opps				check-in/new opps	
<b>Prospects</b>								
Prospective Cardiology Group		bcast e-mail	ind e-mail	Lunch		bcast e-mail	ind e-mail	
Prospective Medical Group	Lunch	bcast e-mail	ind e-mail		Lunch	bcast e-mail	ind e-mail	
Another Cardiology Group		bcast e-mail	ind e-mail	Lunch		bcast e-mail	ind e-mail	
<b>Referral Sources</b>								
Bob Smith - attorney for cardiologists			X			X		
John Doe - HIPAA consultant		X		X		X		
<b>Target Organizations</b>								
Association of Cardiologists	Mthly mtg	Mthly mtg	Mthly mtg	(Sponsor or speak)	Mthly mtg	Mthly mtg	Mthly mtg	
Physicians News Digest			Qtrly article			Qtrly article		
			Advertise			Advertise		
State Society of Physicians	Submit to speak			Plan to exhibit	Annual Meeting			



# Personal Marketing Plans – An Example

- Write an article for a newsletter
- Craft a broadcast e-mail on a current topic/new tax law
- Present an informative seminar
- Attending networking events with appropriate decision-makers
- Man a booth or exhibiting at a targeted trade show
- Serving on an advisory board or Panel of Influence
- Asking to sponsor an appropriate event
- Create a peer group for your clients
- Nominate a client for an award
- Conduct a presentation/speaking engagement in-house for staff
- Involvement in appropriate civic or professional association
- Posting to blog on website



# PERSONAL MARKETING PLANS

Harnessing the passion – or the ESSENCE of your passion – and incorporating it into your work life...therefore,

IMPROVING YOUR OVERALL PROFESSIONAL EXPERIENCE



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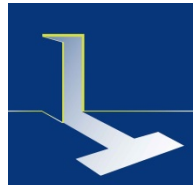
# Personal Marketing Plans – An Example

## Strategies to Penetrate Marketplace

**Professional Profile** – Dean has re-worded his professional profile (including his LinkedIn profile) to demonstrate his value to his target audience. Wording from this marketing plan should be used in his biography, including several success stories that would apply and attract his ideal client.

**Education** – In order to position himself as a strategic financial advisor, Dean is committed to educating himself more on the current issues and concerns of his target audience. He will continue to read news from the Software & Information Industry Association's newsletter and website and will conduct research through regular monitoring of Google alerts and various methods of learning about hot topics in software and IT that apply.

**One-on-One Relationship Building** – Dean will focus on establishing and nurturing meaningful relationships with owners and CEOs of software and IT firms that fit the description of his target audience. He will also create and monitor a list of appropriate referral sources (attorneys, bankers, insurance professionals, etc.) that have regular exposure to his target group. These relationships will also assist him in learning more about the industry and understanding the needs and concerns of the decision-maker who can hire him.



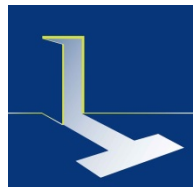
# Personal Marketing Plans – An Example

## Strategies to Penetrate Marketplace (con'd)

**Networking** – Dean would like to increase his involvement and visibility in the Austin chapter of the Association of Information Technology Professionals (AITP). He will continue to attend networking events at this organization. The firm will consider sponsorship and exhibiting opportunities, as appropriate, with Dean's help. He will work with his coach to maximize his attendance at all events, with particular attention to follow-up. Other Texas-based IT firms with less than 100 employees will also be monitored for potential future involvement by firm members, as deemed appropriate. He will also continue his participation as a member of the County Estate Planning Council.

**Writing articles & thought leadership** – Dean enjoys writing and is very good at it! His plan includes using writing to communicate to existing and potential clients and will leverage his monthly tips on Quickbooks. He will consider his target organizations for opportunities to write articles for publications. He will also start to monitor and post, as appropriate, on specific LinkedIn groups (see below).

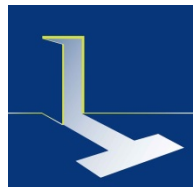
**Social Media** – Dean values social media as a meaningful communication and research tool and is interested in using this venue to attract clients and referral sources and demonstrate his expertise. He will monitor discussions on LinkedIn groups such as Austin High-Tech or the Austin Technology Council. Dean can peruse the list of members in these virtual groups to make one-on-one introductions to members in his geographic area for follow-up. Dean will explore using Twitter as well, as this venue continues to gain interest from his target group.



# Personal Marketing Plans – An Example

## Summary – Including Timeline & Cost

Initiative	Timeline	Cost
Professional Profile	1 Week	N/A
Education	On-Going	N/A
One-on-One Relationship Building with prospects & referral sources	3-4 hours each month	Cost of Breakfasts or Lunches
Networking at industry-focused organizations	Monthly minimum 1 event /month	Dues (nominal)
Writing articles and posts for target organizations	2 hours each month	N/A
Social Media	30 minutes to 1 hour per week – includes manning Google alerts)	N/A



# IMPORTANCE OF TRACKING

Name, Contact  
Date  
Status – Client, Prospect, etc.  
Industry  
Lead Generator  
Team Leader  
Service/s to be provided  
Recurring or Non-Recurring  
Estimated annual fee  
Source of origin  
Name of referral source  
Reason/s explained, if lost



# RELATIONSHIPS / ALLIANCES

Generating new Business

Figure out WHAT you WANT

Learn How to ASK for IT



# RELATIONSHIPS / ALLIANCES

Trade associations where your target audience gathers

Organizations that are important to You / Firm – Why?

Memberships – like IAPA International

Publications that your target audience is reading

Internet-based forums & social media (LinkedIn groups)

Attorneys, bankers, sure – what about consultants, software and hardware folks – other general “office” vendors

Roundtable / Peer Groups (for you / for your clients)



# RELATIONSHIPS / ALLIANCES

## Exercise:

Write out our own VALUE PROPOSITION now.

2-3 sentences about what we do, for whom we'd LIKE TO DO IT and the BENEFIT they will receive from our doing so.

Can we use this in an e-mail signature?

On our LinkedIn profile?

Can we use this as a script when leaving a voice-mail?



# INCENTIVE COMPENSATION

Traditional

NonTraditional

Intangible



# SHAREHOLDER BUY-IN

Education about Marketing  
Tracking Efforts  
Sharing Marketing Success Stories  
Compensation / Incentive programs  
Regularly re-evaluate / eliminate  
Systems and Processes  
Training / Resources  
Feedback from Clients / Referral Sources  
Ask Questions



# My Contact Information



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