



Strategies for **ORGANIZATIONAL SUCCESS VOL. I**

Providing Good HEALTH to
Your Company

BY TJ GRIFFIN

*Always remember, you have within
you the strength, the patience, and
the passion to reach for stars to
change the world*
-- Harriet Tubman



FAITHFUL AMBASSADORS INC.

STRATEGIES FOR ORGANIZATIONAL SUCCESS

VOL. 1

Providing Good HEALTH to Your Company!

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SECTION 1 – Introduction

ABOUT THIS WORKBOOK

In studying today's many of today's businesses and organization(s), both in the public and private sector, for-profit organizations or nonprofit, heck even religious organizations it is important to recognize that synchronization of leadership vision, structure, and strategy is all pivotal to an entity's success. Many beginner business owners around the United States often find themselves in the quagmire of making sense of their product or service and, consequently, go into the fire of business blindfolded with one hand tied behind their backs.

I've had the privilege of surveying many leaders and entrepreneurs in a wide range of markets, and one thing is for sure, if they had two thing(s) they would be a lot further along. These two things are 1) a business strategy and 2) a marketer! Now if you look at this, it goes hand-in-hand together, because a business strategy is clearly outlined in its marketing strategy, yet most people don't get around to making one of these whether due to time management or just investing their time into other projects, or it may just be out of simple ignorance.

Taking note of this, no doubt you are purchasing this simple 30-page workbook, says that you a) are in this category b) you're looking for answers. **DISCLAIMER:** Starting a business is a **HASSLE**, however it is still, in my opinion, the greatest option for financial freedom. Financial freedom is the door to many other pockets (or segments) of freedom. You truly have freedom of choice, freedom of time, and lastly freedom of opportunity. Upon that disclaimer, there are some things I hope to provide within this workbook for the average joe trying to create a remarkable business.

This book will provide 3 things that will catapult you into your next phase of business. #1 if will cause you to truly think if entrepreneurial life is a tough life. In this book, you'll experience long hours of strategy and critical thinking which will only help you better assess your product or service. Which brings me to #2, this book will help you look at your product or service as profitable or not. Most of us starting out truly believe we have what it takes to create a business that will stand out with all of our competition...**NOT LIKELY!** However, this workbook is for you to map the coordinates of your mind, put you into the mind of your customers/clients, and really see how to best advertise yourself, making your product simply a no-brainer.

Number 3, and this is the most pivotal, it allows you best assess the climate that your business has. I have provided an outline of simple principles that every startup business owner and nonprofit director needs to be successful in its marketing. I mean seriously, I know your tired of not seeing the return on your marketing investments and more importantly, I know that you know, there's more to what you have to offer. When a business' capacity is not challenged, we are often left with a reoccurring cycle of disappointing events, which statistically shows (and is confirmed through the Bureau of Labor Statistics) about of businesses 20% fail in their first year, and about 50% of small businesses fail in their fifth year. My hope is your expectations, that you'll be able to better evaluate your organizational goals and plug them into your advertising

endeavors, saving you thousands of dollars in marketing expenditures, and giving your dreams and endeavors a starting fighting chance. You have what it takes to be successful!

SECTION 2 – Organizational Structure

WHAT IS THIS I HAVE

Before we begin, I must take a moment to briefly help you understand what you may be trying to start, it's the only way you'll understand what your trying to finish. I for one hate being on the blind side of things. If you consider cars today, many manufacturers understood the value of getting rid of blindsides. Regardless of the fancy packaging they delivered and guarantees they promised, for many years they could not help the fact that cars could not help having blind sides.

Yet in 2005, Volvo developed the first blind side monitor for its vehicles. This was revolutionary in how cars operate today because a company identified the potential threats that are associated with driving. You may ask well what is the potential threat of starting a nonprofit organization? I'll sum it up in one word...Taxes! Taxes are the government's "necessary evil" on the road to entrepreneurial affluence. It's very important that company owners understand what they are getting themselves into, both in the eyes of state and federal government.

Businesses can be categorized in various forms. Keeping in mind your company's form will affect your company's (or entities) legal liability, operational cost, how you are taxed, and costs of formation.

- Sole Proprietorship – Recommended
 - The Simplest form of business ownership because its ran by a single person. Establishing a sole proprietorship may vary from state to state, however when registering for one you (the owner) are "Doing Business As" (DBA) the company.
 - Advantages include:
 - All profits are subject to owner
 - Very little regulation for proprietorships
 - Flexibility
 - Very few requirements for starting
 - Disadvantages include:
 - Owner is 100% liable (being responsible, especially by law) for debts
 - Equity (return value) is limited to the owner's personal resources
 - Ownership is difficult to transfer
 - No distinction between personal and business income (unless you establish it through operations)
- Partnership
 - There are two types: general and limited.
 - General partnerships, both owners invest their assets (money, property, labor, etc.) in to the business and are both 100% liable for business debts. (Even if you invest a little into a general partnership, you are still potentially responsible for all its debt). These partnerships do not require a formal agreement—partnerships can be verbal or even implied between the two business owners (LEGALLY CORRECT(

- Limited partnerships require a formal agreement between the partners. They must also file a certificate of partnership within their respective state. Limited partnerships allow partners to limit their own liability for business debts according to their portion of ownership or investment.
- Advantages include:
 - Shared resources provides more capital for the business
 - Each partner shares the total profits of the company
 - Similar flexibility and simple design of a proprietorship
 - Inexpensive to establish a business partnership, formal or informal
- Disadvantages:
 - Each partner is 100% responsible for debts and losses
 - Selling the business is difficult—requires finding new partner
 - Partnership ends when any partner decides to end it
- Corporation
 - Corporations are, for tax purposes, separate entities and are considered a “legal person”. This means, among other things, that the profits generated by a corporation are taxed as the “personal income” of the company (Everybody got that?). Then, any income distributed to the shareholders (owner of shares in a company) as dividends (a sum of money paid regularly [typically quarterly]) or profits are taxed again as the personal income of the owners.
 - A share is part or portion of a larger amount which is divided among a number of people, or to which a number of people contribute.
 - Advantages include:
 - Limited liability of the owner to debts or losses
 - Profits and/or losses belong to the corporation (not personally)
 - Can be transferred to new owners fairly easily
 - Personal assets cannot be seized to pay for business debts
 - Disadvantages:
 - Corporate operations are COSTLY
 - Establishing a corporation is COSTLY
 - Starting a corporation requires complex paperwork
 - With some exceptions, corporate income is taxed twice
- Limited Liability Company (LLC) – Recommended
 - Similar to a limited partnership, an LLC provides owners with “limited liability” while providing some of the income advantages of a partnership. Essentially, the advantages of partnerships and corporations are combined in an LLC, mitigating some of the disadvantages of each.
 - Advantages of an LLC:
 - Limited liability to the company owners for debts or losses
 - The profits of the LLC are shared by the owners without double-taxation
 - Disadvantages:
 - Ownership is limited by certain state laws
 - Written agreements must be comprehensive and complex

- Beginning an LLC has high costs due to legal and filing fees (Definitely Worth It Though)

Considering these forms of businesses, every business has certain expectations of establishment from the Internal Revenue Service (IRS). Keep in mind, every state has different requirements for starting businesses, however the IRS requires businesses apply for an Employer Identification Number (EIN), selecting a business structure (what we just talked about), choosing a tax year, if you have employees, filling out I-9 or W-2 forms, and paying your business taxes. Be sure to find out what state-level regulations you are required to fulfill prior to doing anything else!

KINDS OF ORGANIZATIONS

Alongside the formations of businesses, these formations fall into 3 various categories or organizations. An *organization* is a legal entity that consists of people who share a common mission or business objective. This motivates them to develop *offerings* (which are goods, services, or ideas) that create value for both the organization and its customers by satisfying their needs and wants. Organizations are made up of three types: (1) for-profit organizations, (2) nonprofit organizations, and (3) government agencies.

- *For-profit organization* – Often referred to a *business firm*, which is a privately-owned organization such as Walmart, Nike, or Nestle that serves its customers to earn a profit so that it can survive.
- *Nonprofit organization* – A non-governmental organization that serves its customers but does not have profit as an organizational goal. Instead, its goals may be operational efficiency or client satisfaction.
- *Government agency* – A federal, state, county, or city unit that provides a specific service to its constituents.

INTERACTIVE ACTIVITY

Define what type of organization and what type of formation you are working to open or have opened. Explain why you answered this way and what services/products you intend to provide:

PROPER STRUCTURING

Now that we've gotten that established, companies, including sole proprietorships require proper structuring. Proper structuring of an organization can sometimes be very multifaceted and complex, especially in larger organizations. This is primarily because they are multi-leveled and tiered entities. Small and medium sized organizations often have a very simple structure in that it oftentimes has a CEO (founder) and a few partners or employees are responsible for running the company.

My personal perspective of structuring is that for one, it takes away the flailing of business practices because it serves as the legal and operational skeleton of a business. Secondly, having structure removes the "Isle of Patmos" feeling many founders tend to place on themselves because they typically know what the company should look like according to "their" vision.

In Figure 1, you can see the drawing of a basic structured organization.

KEY: Immediately outline this, especially in writing your marketing plan or business plan, in that provides necessary leadership information to investors and employees.

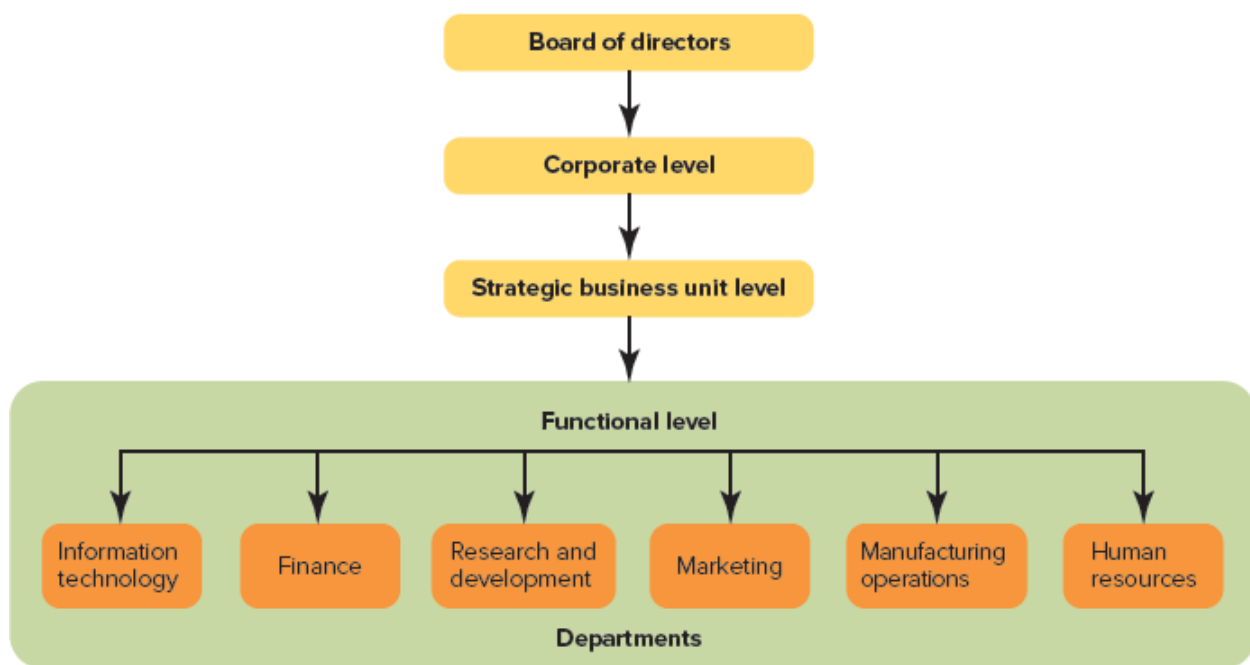


FIGURE 1. – Organizational diagram of a company

INTERACTIVE ACTIVITY

Define your current organizational structure. Provide names and roles.

Leader/CEO:

Core Team:

Subordinates:

Finance:

Legal Representative:

CREDENTIALS

Now it should go without saying, however I am compelled to spell out that most small businesses need a combination of licenses and permits from both federal and state agencies. Whether you be an owner of a restaurant or a clergyman becoming a pastor or priest, there are requirements for credentials within almost every market of business. The requirements — and fees — vary based on your business activities, location, and government rules.

Follow the URL to find out what some of those may be:

<https://www.sba.gov/business-guide/launch-your-business/apply-licenses-permits>

NECESSITY OF PLANS

Now that you've established, what I feel are the major legal humps, let's talk about the meaty topics. There is a quote from Antoine de Saint-Exupery that said, "A goal without a plan is just a wish", and how true that statement is! Before a person does anything in their life, whether it be going to college, finding that dream home, marrying that dream girl...all of those things and goals are nothing, or will eventually amount to nothing, without a proper plan.

In the business world those plans are articulated in two ways: 1) Business plan, which is the overarching explanation of who and what a business does. This is saying, essentially, "We are McDonalds, we make hamburgers and French fries, we want to sell it around the world". Sounds good doesn't it? To aspire to be a global franchise with a cool logo and tasty product. However, that plan is lacking the following:

"Where are you going to first establish your franchise"

"How are you going to sell your products for?"

"How are you going to price your burgers and fries?"

"How are people going to hear about your products?"

And these are just a few questions that investors and shareholders seek to know. This is where 2) the marketing plan comes in to play. The marketing plan is "The creamy, salty Butter" to plain old bread. I say that because this allows businesses to take an inward look at how it's going to make a profit and remain in business. It carries with it the defining practices of how a business will grow and cultivate growth. So essentially, what I'm saying you can't have one without the other. From personal experience, starting my business out, I revamped my business plan at least 5 times before I was satisfied enough with my marketing plan's plans.

GOING LEGIT

In Faithful Ambassadors Inc, which is my first company, I went into it "wide eyed". It started as a means to help local churches in finding solutions of betterment. I would work tirelessly to provide demographics, event planning, mind mapping, and interest building strategies to pastors who were struggling to get more constituents. Unbeknownst to me was I was seeding into a

legitimate marketing strategy company, and it was only during my undergrad that I found that I had a niche for this; both because I was very proficient administratively and because I learned the value of “legitimacy”.

Organizations, both for-profit and nonprofit, can only benefit from exploiting every detail of their customer obligations and legal obligations. One of the greatest contributing factors to many businesses’ failures is CREDIBILITY. Shawn Hessinger of “Small Business Trends” wrote an article in 2013, stating “Building Trust: 5 Tips to Establish Your Credibility for Business”. Those 5 elements were 1) Establishing credibility on Your Website 2) Credibility in your Product 3) Credibility in your Product 4) Credibility in your Reputation 5) Credibility in Your Social Media Efforts.

Throughout this workbook I hope to be able assist in laying a good foundation for doing these. One last story, my dad is by far one of the greatest business minds I’ve ever seen and met. I bounce ideas off of him and he still insists on fighting my battles when I’m too dumb to fight them. My dad has a knack for literally tormenting restaurant workers. There were many times that I’ve seen him throw food back into the window of fast food lines and then calling the highest level of “corporate” that he could muster. This has taught me the value of legitimate service to customers over the years. We live in an informational age and people have options, so they DON’T have to entertain you, but after this workbook...I hope to make your company irresistible!

SECTION 3 – Strategy

DEFINITION OF STRATEGY

Business owners must understand first and foremost, that every organization has limited resources (whether they be human, financial, technological, or otherwise). Because of this the availability to produce and market its offerings CANNOT be all things to all people! Every organizational leader must insist in developing strategies to help focus and direct its efforts to accomplish its goals.

The definition of strategy has been the subject of debate among management and marketing theorists for a while; especially, in light of the Information Age. Yet, for our purpose, *strategy* is an organization's long-term course of action which is designed to deliver a "unique" customer experience while achieving its goals. All organizations must set a strategic direction and marketing helps to both set this direction and move the organization there.

WHAT IS MARKETING



As mentioned, all companies must set a strategic direction, and one of the scariest feelings ever is having a lost sense of direction. Consider the plot of the 1999 movie, "The Blair Witch Project". In short, the movie is about found video footage that tells the tale of three film students who've traveled to a small town to collect documentary footage about the "Blair Witch" which in the movie was a legendary local murderer. Over the course of several days, the students would interview the local townspeople, gather clues to support the tale's veracity, but the project takes a frightening turn when the students lose their way in the woods and begin hearing horrific noises.

Now there are several key elements of marketing that can be extracted from this movie's plot. Number one, the student's project was a product in the making. As many business owners start out, they believe they are on the hunch of a revolutionary product that will bring their company millions (or just more thousands) of dollars. The students initiated their product by first gathering essential data that will help them with the continuity and credibility of their product, or in other words they did preemptive marketing research through surveys. Unfortunately, like many businesses, they have some data on why their company could work, but they became lost in the quagmire of trees in the woods. Therein is the major issue of marketing failures because they do not map out the specific route they should take!

Marketing is essentially the showcasing of the compass of who, what, when, where, and how a company will be successful. Allan Dib, author of "The 1-Page Marketing Plan", summed it up as thinking of marketing as an amplifier. You may tell one person about what your selling, and they don't get excited. You then put it on Facebook, and 10 people see it, but they too don't respond either. If you amplify your message and pay hundreds, sometimes thousands of dollars, for a

social media campaign that reaches 9000 people, what makes you think that the result will be different?

Consider marketing in its most basic form to be simply an “exchange”. Any marketing professor will tell you that marketing is comprised of 4 factors:

1. 2 or more parties with unsatisfied needs (A person with a car and a person without a car but needs to get around)
2. The desire and ability to satisfy the needs (Person with the car has the ability to satisfy the needs)
3. Way for parties to communicate (Person with a car makes an app so the person without the car can reach them)
4. Something to Exchange (In exchange for the ride, the person without the car pays money...therein is the production of Uber, ladies and gentlemen.)

WHAT MARKETING IS NOT

So now that we have an idea of what marketing is, let me share with you what marketing is NOT! Marketing is not a flier, a website, or an ad on the radio! I spell this out because most people feel as though if they can just get an ad on the radio they can get more attention, which again is accounted as ignorance on many people's part. What I described is a conduit or means of **advertisement**. Marketing is comprised of 5 levels

Advertisement

Promotion

Publicity

Public Relations

Sales

Allan Dib described it as the circus coming to town. If the circus is coming to town and you paint a sign saying, “Circus Coming to Showground Saturday,” that is advertising. If you put the sign on the back of an elephant and walk it into town that is promotion. If the elephant walks through the mayor's flower bed and the local paper writes a story about it that is publicity. If you get the mayor to laugh about it that is public relations. Lastly, if the town's citizens go to the circus and the spend a lot of money at it that's sales

I spell this out so that way you stop fighting the need for building an effective marketing strategy believing that your fliers will build influence and constituency. Truth be told, a lot of advertisement is ineffective from the very beginning, but we'll talk about that in a moment!

STRATEGY IN VISIONARY ORGANIZATIONS

To be successful in today's competitive economy organizations are literally mandated to be "forward-looking". They must anticipate future events in every possible angle: good, bad, and ugly! They must then be in the position to respond quickly and effectively to those events when they arise. It's one thing to only focus on the negative things that could happen, but far too many business owners never anticipate nor prepare for success; and vice-versa. In addition, preparing for this companies have to find ways to thrive in today's rapidly changing environment. A visionary organization must specify its foundation (why does it exist?), set a direction (what will it do?), and formulate strategies (how will it do it?), as shown in Figure 2.



FIGURE 2 – Organizational Strategy Roadmap

2 TRUTHS AND A LIE (WHAT STRATEGY IS & IS NOT)

So with all of this in mind, I'd like to play a game! 2 Truths and a Lie. Which phrases do you believe are truths to success and which one do you believe is a lie?

- A) If I just start it, they'll come
- B) I need to write down ALL of my plans
- C) I should share my written plans with the world?



Are you finished playing?

IF I START IT, THEY'LL COME: Drumroll...If you guessed this to be lie, you are Absolutely correct! One of the most dangerous, catastrophic, money absorbing things you could do is thrust yourself into the unknown of business! Many companies suffer because they don't plan for anything and only hope for the best. They do this even in their marketing approaches! It's the same as fishing: all bait doesn't work for all fish! Also there are certain times to catch certain fish.

WRITING DOWN ALL OF YOUR PLANS: This is a truth. There is a famous Bible verse that I believe goes hand in hand with business. "Write the vision and make it plain so that those that read it, may run with it". In other words, business owners must develop a skill or hire someone

who has the skills in writing objectives and goals and explaining them in such a way that their employees will be able to properly and efficiently execute them. It's as the saying goes "the pen is mightier than the sword".

SHARING YOUR WRITTEN PLANS: This is also a fundamental truth, one that I have observed both in my time of business and church planting (once upon a time). One of the very first questions I'd ask leaders or businessmen was where is the company vision, mission, and goals. Oftentimes, I would get A) No written material or B) something written that made either absolutely no sense or it was something unobtainable and could not be measured. Imagine working for a company and they simply gave you a desk, a computer, and a mouse and told you to work. They don't specify when your lunch break is, how much you'll be getting paid, what time to report, or any business objectives. Can you feel the anxiety of this? Fundamentally speaking, this is what a company (whether it be a church or a for profit company) is doing to its workers and constituents/customers. Business and marketing plans, goals and daily objectives, are only as strong as the people who can interpret them. If there is a lack of understanding, more times than any there won't be any success.

SECTION 4 – Why Are You Here?

WHY DOES IT EXIST?

An organization's foundation is its philosophical reason for being—why it exists. At their most basic level organizations exist to exchange a product or service to someone in need or to accomplish something for someone. Effective organizations use this basis to guide and stimulate their employees through three critical elements: core values, mission, and organizational culture.

CORE VALUES

An organization's core values are the fundamental, passionate, and enduring principles that guide its conduct over time. A firm's founders or senior management develop these values, which should be consistent with their essential beliefs and character. They are the embodiment of the “heart and soul” of the organization and serve to inspire and motivate its stakeholders — employees, shareholders, board of directors, suppliers, distributors, creditors, unions,

government, local communities, and customers.



(Example: Facebook's five core values are (1) focus on impact, (2) move fast, (3) be bold, (4) be open, and (5) build social value.)

To be effective, an organization's core values must be communicated to and

supported by its top management and employees; if not, they are just hollow words.

INTERACTIVE ACTIVITY

Define 3 core values you or your company holds.

- 1) _____
- 2) _____
- 3) _____

GOALS OR OBJECTIVES

Goals or objectives are interchangeable statements of an accomplishment of a task to be achieved, often by a specific time. Goals convert an organization's mission and business into long- and short-term performance targets.

Alongside the element of Strategy, there is such thing as tactics. These are the actions attributed to each goal. In the United States Air Force, you'll learn there are different levels of leadership which carry out very different tasks to make the mission successful.



On the tactical level you'll see that these are essentially the lower tiered working bees. They are the embodiment of the culture of the Air Force and they communicate that in their daily operations.

On the operational level, this would be synonymous to the mid-level management core. They are the managers, supervisors, and trainers of the tactical level and their sole purpose is to foster collaborative relationships.

Lastly, there is the strategic level whose sole responsibility is to strategically and critically think and

plan the success of the organization.

As a business owner or leader, you are responsible for outlining these tactics ensuring your company's success by writing out both the goals and tactics you'll employ to ensure this.

There are various types of goals organizations are trying to achieve:

Profit - Most firms seek to maximize profits—to get as high a financial return on investment (ROI) as possible.

Sales - If profits are acceptable, a firm may elect to maintain or increase its sales (dollars or units) even though profits may not be maximized.

Market share - Market share is the ratio of sales revenue of the firm to the total sales revenue of all firms in the industry, including the firm itself.

Quality - A firm may seek to offer a level of quality that meets or exceeds the cost and performance expectations of its customers.

Customer satisfaction - Customers are the reason the organization exists, so their perceptions and actions are of vital importance. Satisfaction can be measured with surveys or by the number of customer complaints.

Employee welfare - A firm may recognize the critical importance of its employees by stating its goal of providing them with good employment opportunities and working conditions.

Building Influence – Though this one is often sought out by marketers, it is critical to outline how you will build a network and strong following for your services and products.

You will often hear about SMART goals which are Specific, Measurable, Attainable, Relevant, and Time-Bound. However, there is another set of goals which are called DUMB goals, which are Dream-driven, Uplifting, Method Friendly, and Behavior Driven. The key difference between SMART & DUMB goals are the longevity of use.

For example, if you are trying to host a once in a lifetime conference with keynote speakers, small lunches, and vendors it is best practice to utilize SMART goals for this project. However, if you are attempting to open a restaurant where there is a need for many employees, it is best to utilize DUMB goals.

INTERACTIVE ACTIVITY

First, define a long-term goal and when complete explain how the goal can be implemented as a DUMB goal. (You may write more goals on a separate sheet of paper).

LONG TERM GOAL: _____

(D.U.M.B. – Dream-driven, Uplifting, Method Friendly, and Behavior Driven)

D _____

U _____

M _____

B _____

Secondly, define a short-term goal and when complete explain how the goal can be implemented as a SMART goal. (You may write more goals on a separate sheet of paper).

SHORT TERM GOAL: _____

(S.M.A.R.T. – Specific, Measurable, Attainable, Relevant, and Time-Bound)

S _____

M _____

A _____

R _____

T _____

MISSION

By understanding its core values, an organization can now take steps to define its mission, which is defined as a statement of the organization's function in society. This allows organizations to extrapolate and identify its customers, markets, products, and capabilities. Often used interchangeably with vision, a mission statement should be clear, concise, meaningful, inspirational, and long-term. Recently, many organizations have added a social element to their mission statements to reflect an ideal that is morally right and worthwhile.

INTERACTIVE ACTIVITY

Write out your company's mission statement and in the table below input the information. Next in the table below, input all of the actions and results within your mission statement. Keep in mind a mission statement should be:

Clear – Easy to perceive, understand, or interpret

Concise – Giving a lot of information clearly and in a few words; brief but comprehensive

Meaningful - What is meant by a word, text, concept, or action.

Inspirational – Mentally stimulating or “heart-felt”

Long-Term

KEY - It is best to avoid or use jargon for jargon's sake. A mission statement must be discriminant of who you are trying to appeal to and who you are not trying to appeal to. Mission statement should be concise with both the vision and the goals, making your service measurable and obtainable.

ACTIONS	RESULTS

CULTURE

An organization must connect with ALL of its stakeholders. Thus, an important corporate-level marketing function is communicating its core values and mission to them. These activities send clear messages to employees and other stakeholders about organizational culture —the set of values, ideas, attitudes, and norms of behavior that is learned and shared among the members of an organization.

INTERACTIVE ACTIVITY

In 1 paragraph, write about the people you want to try to affect with your company's/organization's culture? (Who is your target audience?)

List 6 cultural traits you want to instill into your organization. (Example – Team oriented, aggressive, etc.)

- | | |
|----------|----------|
| 1. _____ | 4. _____ |
| 2. _____ | 5. _____ |
| 3. _____ | 6. _____ |

SECTION 5 – FINDING YOUR COMPETITIVE ADVANTAGE

DEVELOPING A COMPETITIVE ADVANTAGE

From a client's perspective, there is no compelling reason to actually buy from many businesses. In retrospect, there are many businesses that don't have a reason for existence, outside of having a product/service, a logo, a website, or other mediocre advertising material. Many could literally be just another stone on the pile of stones, or in other words apart of the commodity. The problem is that many businesses have not sorted out its position among the long line of companies that build up a market.

Ask yourself this:

How did I come to believe my product was going to be profitable?

How did I decide my prices?

How did I decide where to place myself in the conglomerate of other businesses surrounding them (or the lack thereof)?

Now if I was a betting man, I would bet the answer was "I just looked at what my competitor was doing and did the same thing or slightly changed something." Its okay, I did the same thing starting out!

In order to stand out you need to develop your unique value proposition (UVP), otherwise known as your competitive advantage, or as a marketer would call it your "purple cow".



Do You Have "IT"?

It's as Family Guy's Peter Griffin found, the donkey with shades!

The entire goal of your UVP is to answer this question: **Why should I buy from you rather than from your nearest competitor?**

Why should they entertain your church than the other church around the corner?

Why should investors buy shares in your corporation?

Now you may not know where exactly to start because you've become so involved with the rigmarole of establishing your business. Yet, finding your purple cow is the number one most important piece to your marketing strategy. In an effort to answer the questions of 1) "Why they should buy?" 2) "Why should they buy from me?" Begin to think of the unique advantage you are offering?

Put yourself in the “Shark Tank” for a moment. Keep in mind, uniqueness doesn’t have to be in the form of product or additional service itself. In fact, it’s fair to say that there are few truly unique products or services. The purple cow may be in the way it you packaged, delivered, supported, or even sold an item. The key to this is positioning what you do in a way it that your product or service becomes appeals to every perception of a customer and become IRRESISTIBLE.

Marketing strategists provide a list of essential elements to consider answering:

- **VALUE:** What is the most valuable thing you could do for your customer?
- **LANGUAGE:** If you’re not a member of your target market, you need to learn the language and jargon used.
- **REASON WHY:** When you have a great offer, you need to justify why you’re doing this.
- **VALUE STACKING:** Packing in many bonuses can make your offer seem like a no-brainer.
- **UPSELLS:** When your prospect is ready, and in the buying/joining frame of mind, it’s the perfect time to offer a complementary product or service. (Perfect opportunity to tack on high-margin item, even if the primary product is low margin)
- **PAYMENT PLAN:** This is absolutely critical for high-ticket items, 1) to cover the finance costs if you’re financing the sale 2) you want to incentivize the people who can pay in a lump sum to receive a “discount” by paying up front.
- **GUARANTEE:** You need an outrageous guarantee, one that totally reverses the risk of doing business with you.
- **SCARCITY:** Your offer needs to have an element of scarcity, a reason why people need to respond immediately.

Lastly, consider your position of your service/product in your market. *Positioning* is the place a product occupies in consumer’s minds based on important attributes relative to competitive products.

THE MARKETING MIX

The marketing mix is a combination of factors that can be controlled by a company to influence consumers to purchase its products.

Product – What is it?

The secret to good product development is Focus on the Problem. Consider the following: 1) What is the problem my target audience has? (Too much cheese on cheese block for a sandwich) 2) What is my proposed solution to this problem? (Slicing the Cheese) 3) How can my solution be created/used in a way that makes my customer’s life easier? (Cheese grater)

KEY: Creativity can only be used to answer unique problems and can draw unique crowds.

Price – How much is it? (Money, Time, Resources)

Three things people consider when considering price: 1) Do I Want/Need It? (Do I need a cheese grater?) 2) Can I afford (pay for) it? (Do I have enough money to afford the cheese grater?) 3) Is it Worth It? (Is the cheese grater worth buying – YES, no more blocks of cheese or hassle of slicing with knives)

KEY: There is No perfect price, only perfect PRICES.

VARIOUS PRICE STRATEGIES:

- Cost-Plus Pricing – Cost to make the product + desired profit = Price
- Competitive Pricing
- Hourly Pricing – # of Hours x Hourly Rate = Price
- Project-Based Pricing
- Luxury Pricing
- Bundled Pricing
- Price Skimming – With time, price goes down
- Penetration Pricing – With time, price goes up
- Tiered Pricing
- Pay What You Want

Promotion – How did you hear about it?

5 elements of promotional effectiveness:

- Engagement – How effectively does the advertisement catch audience's attention and create interest
- Credibility – How likely is the audience to believe the claims in the advertisement?
- Memorability – How likely is the audience to remember the product or service?
- Beneficial – How well does the advertisement promote benefits that the target audience cares about?
- **Call to Action – How clear is the call to action? Do you know what the advertiser wants you to do?**

Types of Promotion:

- Advertising - Any PAID, NONPERSONAL, MEDIATED communication about a product/service
- Direct Marketing - Any PAID, NONPERSONAL communication sent DIRECTLY to a potential consumer
- Personal Selling - Direct 2-way flow of information between buyer and seller (often F2F)
- Sales Promotion - Short-term incentive to attract a consumer's interest in buying a product/service
- Public Relations - Typically UNPAID form of communication to influence feelings, beliefs, & opinions

4 Myths to Promotion:

- If you build it, they will come
- Your website is the most important marketing tool you have
- People pay attention
- Funny Ads Sell

KEY: Be Clear About What You Want People to Do!

Place – Where can I get it? (Distribution)

Things to consider in placement strategy:

- Distance
- Time/Convenience
- Experience (Buying, Service)

Consider Creative Places of Distribution

- Stores in Airports
- Bars in Movie Theaters

How can businesses connect PRODUCTS (problems) with PLACE (convenience)?

ALWAYS consider “What’s the Problem”

KEY: PLACE your product/service where people who want it can easily find it!

INTERACTIVE ACTIVITY

Fill out the Competitive Advantage Assessment. Be sure to consider your marketing mix strategy.

IDENTIFYING AND EXPLOITING YOUR "PURPLE COW"

WHY IS THE COMPANY A "PURPLE COW"?

WHAT does the company do? (Company)

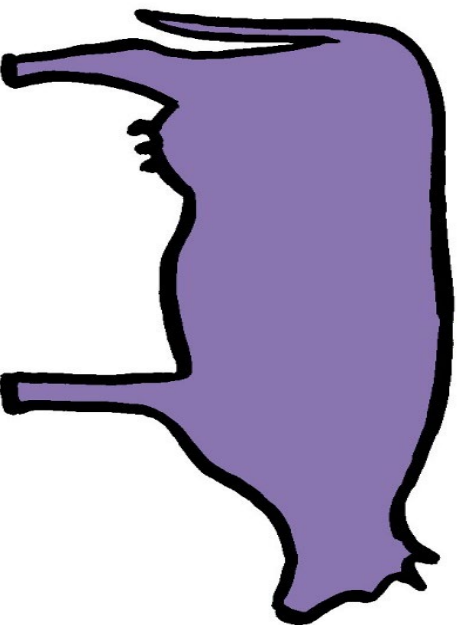


WHO already wants the company's purple cow? (Customer)



What's the best way to COMMUNICATE with people who want the company's purple cow?

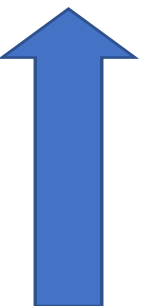
(Promotion Strategy)



WHAT products/services provide the company's purple cow? (Product Strategy)



WHERE can you find people who want the company's purple cow? (Place Strategy)



HOW MUCH does the product/service cost? what pricing strategy aligns best with the company's purple cow? (Price Strategy)

"THERE IS A SPOON"



Perhaps I should have given the disclaimer of all of the movie and TV show references in this workbook, "Sorry I'm a Movie Aficionado!"

In the movie the Matrix there's an iconic scene where the protagonist, Neo is having a conversation with a young

boy who is bending a spoon with his mind. The scene was essentially connecting the way they (the avatars of the Matrix) can bend reality and physics. The boy explains how this was done to Neo by simply saying "There is no spoon", which literally means the spoon is a virtual object, i.e. is not real. Even more important is, when the boy goes on to say: "Do not try and bend the spoon. That's impossible. Instead... only try to realize the truth." Neo: What truth? Spoon boy: There is no spoon. Spoon boy: Then you'll see, that it is not the spoon that bends, it is only yourself.

Someone gave an in-depth explanation in understanding this:

So, let's say the character was in a videogame. For the character, the videogame is reality, but the player himself, knows it is a simulation. A smart player can try to bypass that simulation by for example changing the internal clock of the machine to simulate the time change, instead of waiting 10 hours for an event, cheating the system. We see this often with online cheaters. Players flying around when they shouldn't, or unable to be damaged.

Though this may seem like a motivational speech cliché or catchy saying, from a marketing perspective, I must beg to differ, as it pertains to your **COMPETITION!** Many times, as business owners and product creators we believe that there is a "bending of wills" through mental telepathy when it comes to clients. Many believe that business owners simply believe that people will value what they are attempting to do immediately just out of sheer will. However, that is not true at all!

Please realize there is someone who can do the same exact thing you can do. During the initial rolling out of the iPod, Apple made it a point to maneuver itself as being a premium product in the minds of purchasers. Yet at that same time, there were many portable MP3 players at that time. Apple could not afford to simply hope the "spoon" would bend, they, like you, have to be intentional about your product and service in efforts to stand out.

SECTION 6 – Discovering Your Niche and Target Audience

IDENTIFYING YOUR TARGET AUDIENCE

Many business owners often believe that their target market is “everyone”, yet this explicitly means no one. Many times, in our efforts to acquire as many customers as possible, many business owners try to serve the widest demographic of people possible. Yet, to be a successful business or organization, you **MUST** focus on a narrow target market, sometimes called a niche. This essentially means you must accept the fact of being selective to who your audience will be.

A *niche* is defined as a tightly defined portion of a subcategory. An example of this could be the cosmetics and beauty category, which is a very wide category. A local hair salon provides haircutting, hair styling, pedicure/manicure, and hair coloring. In efforts to find a niche, the hair salon solely focuses on hair coloring. Limiting this market may seem like a bad idea, however consider:

1. You have a limited amount of money. If you focus too broadly, your marketing message will become diluted and weak
2. The other critical factor is relevance. The goal of your ad is for your prospects to say, “Hey, that’s for me!”

Being all things to all people leads to marketing failure. Targeting a niche allows you to become a big fish in a small pond and dominate a category or geography. Consider your niche in being an “inch wide and a mile deep.”

Inch wide – very highly targeted subsection of a category

Mile deep – A lot of people looking for a solution to the specific problem.

Take a look at the statistics below of the variation of hair salons to hair coloring in Illinois (See Figure 3). In it you’ll see that over time, the demand for hair salons decreased and the hair coloring increased. It is these kinds of variations that marketers and businesses capitalize on within their various industries. It is up to businesses to remain insightful of what the current trends are which many factors play a part in.

Factors such as:

- Location
- Economics (Unemployment rate, household income, etc.)
- Socioeconomics
- Culture
- Price Elasticity
- Per Capita Income

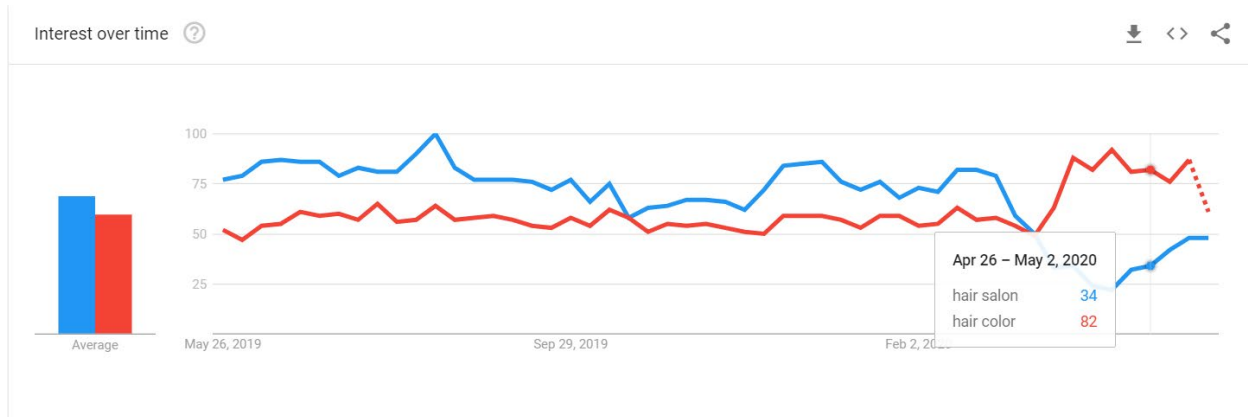


FIGURE 3. – Trend Analysis for Hair Coloring and Hair Salon

HOW TO IDENTIFY IDEAL CUSTOMERS

A great way of figuring out your ideal target market is to use the PVP (Personal fulfillment, Value to marketplace, and Profitability) index (invented by Frank Kern) and give each market segment you serve a rating out of 10.

- Personal fulfillment: How much do you enjoy dealing with this type of customer?
- Value to marketplace: How much does this market segment value your work? Are they willing to pay you a lot for your work?
- Profitability: How profitable is the work you do for this market segment?

KEY: Remember it's not about the "income," it's all about the "outcome". See the table below as an example of this.

PVP INDEX (RATING OUT OF 10)				
AUDIENCE	PERSONAL FULFILLMENT	VALUE TO MARKETPLACE	PROFITABILITY	TOTAL
Wedding	5	7	9	21
Photojournalism	9	7	2	18
Corporate photography	3	6	9	18
Family portraits	9	8	9	26

INTERACTIVE ACTIVITY

Find at least 2 subcategories your organization or company services. In the PVP Index table below input your ratings for each category. When complete put the total of your ratings in the total column.

AUDIENCE	PERSONAL FULFILLMENT	VALUE TO MARKETPLACE	PROFITABILITY	TOTAL

WHO'S AROUND YOU (DEMOGRAPHICS)

I believe we have now begun to fine tune who you are and what you are as a business. I know much of this may have seemed very elementary if you've been in business for a while. Comparatively, this section will help you to further assess the "Who" you are servicing. Now that you have devised a comparative advantage and you have selected your ideal customer, now let's investigate that a little bit more. As mentioned before, placement is one of the most strategic components we can lay out.

Growing up, I come from what is called Kankakee County, in Illinois and there were approximately 4 McDonald's restaurant locations. In that small county, you could bank on the variation of services in each location. On one side, you had the less prominent location due to its service and demographics of workers and then on the other side of Kankakee County (known as Bradley) you had better quality of service. This is not a means of disrespect because each McDonald's was profitable in its own right; however, it showed the kinds of customers, employees, and business practices in each section.

As business owners, a critical piece to your success is not just choosing a location, but you are inherently choosing a demographic of people you will provide service. Imagine opening a sunglasses' boutique in Alaska and California. While both of these places receive sunlight, there's a higher chance that your Alaskan boutique will only receive a certain amount of business each year, because there is an extended period of time where the Sun doesn't shine, rendering your product unnecessary.

Demographics shows you several bits of information. A few may be who is in your location, what are their ages, what kinds of job markets are there, and even household income.

STRETCHING YOUR CAPACITY (SEGMENTING)

Understanding your demographics is the broad brush to the canvass you are painting on. Within each demographic group, there are subcategories that must be investigated. Say you were to choose the following:

- Product: Coffee mugs
- Location: Washington
- Who: White men aged 21-40
- Market: Finance

That may seem like a great demographic, because it is somewhat narrow enough to start with. Now let's pick apart, or segment potential markets:

- Product: Coffee mugs
- Location: Seattle, Washington
- Who: Single White men, aged 21-40, with \$40,000-\$45,000 gross income
- Market: Mortgage brokers

Now you can see that you have finely combed through a large market and can hone in on various strategies to market to them. The reason why this is done is because people who have common needs tend to respond the same way to a marketing action. Also, companies segment their markets in hopes of gaining more income.

For example, there is 1 Coca Cola brand but it is comprised of:

Original Coke

Diet Coke

Coke Zero

Vanilla Coke

Cherry Coke

SECTION 7 – (Basics) Psychology of Buying

UNDERSTANDING CONSUMER BEHAVIOR

Hopefully by now, you have already established some idea as to what your company really stands for, the culture you want to build, and your target audience. For marketers, this section is the “butter to your bread” and that’s understanding the psychology of buying.

Consider this: What motivates you to purchase products and services?

Consumer behavior is defined as the actions a person takes in purchasing and using products and services, including mental and social process that come before and after these actions. It is the “Why” and the “Why Not” to your product or service, and ultimately the thing that will suffocate your business’ potential or breathe life into every one of your company’s endeavors. There are many lessons that can be learned about consumer behavior, and I hope to highlight a few key points.

1. What YOU think, does not matter!
2. One man’s trash is another man’s treasure.
3. **TOP SECRET: Sell to people what they want!**
4. Sell Benefits, not stuff! (Think about, why do people buy a drill?)
5. People do the SAME thing for DIFFERENT reasons
6. Pay attention to what people DO

Now you may be asking yourself, well how can I learn consumer behavior? Is it in class? Sure, you may spend thousands of dollars in class, but if you consider what you do it makes it very self-explanatory! As a business owner or organizational director or even a marketer, pay attention to the following:

- Sales (What do you spend hard earned money on?)
- Observe Consumer Behavior (Think about how you feel before, during, and after a purchase)
- Ask questions (Ask your family or friends how do they like a product/service and why, use open ended questions)
- Have an Open Mind (Just because you enjoy buying salmon, doesn’t mean that others enjoy eating salmon...and that’s OKAY!)
- Have Thick Skin (It’s not the end of the world if someone doesn’t like what you have to offer, you have to dust that off and polish your craft the more...good business owners can take CRITICISM and FAILURE)

INTERACTIVE ACTIVITY

List 3 Products or Services most recently purchased:

List 3 purchases you LOVE and will buy again:

List 3 purchases you will NEVER buy again:

GETTING INTO THE MIND OF YOUR AUDIENCE (AVATARS)

Now understanding consumer behavior is typically the job of the marketing department which most times will affect your sales department, thereby affecting your accounting department, which will either infuriate or excite the leadership/management department. However, there are some things that you can get involved in on your level, as it pertains to getting into the mind of your audience.

Consider these questions kinds of questions:

- What keeps them awake at night with heartburn boiling up in their esophagus, eyes open, staring at the ceiling?
- What are they scared of?
- What are they mad about?
- Who are they mad at?
- What are their top daily hindrances?
- What movements or trends are happening, and will they occur in their businesses or lives?
- What do they secretly, passionately desire most?
- Is there a built-in bias in the way they make decisions? (For example, engineers are exceptionally analytical.)
- Do they have their language or jargon they use?
- What magazines do they read?
- What websites do they visit?
- What's this person's day like?
- What's the main dominant emotion this market feels?

- What is the ONE thing they crave above all else?

It is these kinds of questions that further gets into the mind of your prospects, and if you cannot answer these questions, your marketing will be rendered useless and ineffective, again infuriating your management department.

One of the best tools for success is to temporarily become them by creating an AVATAR. An icon can be defined as A) a manifestation of a deity or released soul in bodily form on earth; an incarnate divine teacher or B) an icon or figure representing a person in video games, Internet forums, etc.

Have you considered the growing attraction of creating avatars to many social media platforms? Not only are they fun, and unique ways for customers to express how they see themselves, but it gives critical data into the emotions, cares, fashion, and lifestyle of its characters.

On Snapchat, they've harnessed this character tool otherwise known as Bitmojis. Consider for a moment your customer is a bitmoji (as seen below). This bitmoji answers several interesting questions:



1. Color of bitmoji: Brown (He identifies as African American or African descent)
2. Hairstyle: Low cut, budget for hair may be fairly low
3. Grooming: Bitmoji has a beard, a variation in cost to personal grooming
4. Glasses: The person spends money on A) prescription glasses or B) fashion glasses

Wardrobe: Business casual, shirt (no tie), brown loafer-type shoes, blue jeans. Perhaps he works in an environment that demands business casual attire, or he goes to formal outings. Jacket may show that he takes his time to coordinate his clothing, therefore he may shop in

various locations or types of retail stores.

Again, you may be asking yourself “Well how would I have time to pay attention to this when I should be focusing on building a company or organization?” Let’s look at some various perspectives of this one emoji:

- (Customer) – When looking at the bitmoji, one may think, he cares a great deal of his image. He’s coordinated in his clothing, meaning he takes time to ensure he looks a certain way. As a retail owner, you may perceive that he will either sacrifice to pay for coordinated clothing (meaning he may purchase more than one item in the store, which the best strategy for this kind of customer is bundled pricing). You may otherwise feel as though he’s well within his means to purchase these clothes, therefore you may provide

luxury, premium-priced offerings. You would continue to market these items to this demographic of people because there is a sure return.

- (Employee) – When looking at the bitmoji, one could assume they work in a location that offers higher level service. He's not wearing a uniform signaling uniformity of style of service, but people are drawn many times to likeness. He's clean shaven, meaning he considers his job into his grooming, which could invite more potential prospects based off of his personality and style. This speaks to the culture of an organization which many prospects subconsciously study without knowing they're studying.

This simple perspective on avatars is a useful tool in knowing every meticulous detail of marketing. Do you often wonder why many retail stores give questionnaires out prior to purchasing online? The information they're gathering serves as marketing research data for further usage. Perhaps, you've never purchased anything online, but maybe you've filled out a very detailed job application (despite having provided a resume...FRUSTRATING!) Yet, job applications are perfect tools for employees to get a full snapshot of who they're hiring, and the interview is the literal "bitmoji" or completed avatar of a potential new hire.

INTERACTIVE ACTIVITY

In a group of two or three, print out the Client Avatar Sheet for each person. Each person will fill out the sheet and when complete pass it to your partner(s). On a separate sheet of paper, write down a product you would try to sell to your partner based off the information provided.

Things to think about:

The kind of money they have

The kind of audience they work with

Why they spend what they spend in their company

What their children and/or spouse/significant other would like

Some issues they may possibly have within their company or place of work

NAME: _____ JOB TITLE: _____

COMPANY/EMPLOYER NAME: _____

BRIEF COMPANY/EMPLOYER HISTORY (Limit 2 Sentences):

TYPE OF COMPANY: _____ ANNUAL TURNOVER: _____

PRODUCT OR SERVICE (BOTH) BASED: _____

PRODUCTS OR SERVICES OFFERED: _____

AVAILABLE POSITIONS: _____

HIGHEST EXPENDITURE: _____ AMOUNT: _____

FREQUENCY (WEEKLY, MONTHLY, ECT.): _____

NUMBER OF EMPLOYEES: _____ EDUCATION LEVEL: _____

DO YOU OWN/RENT/LEASE A BUILDING/OFFICE SPACE: _____

MARRIAGE STATUS: _____ NUMBER OF CHILDREN & AGES: _____

ESTIMATED GROSS INCOME: _____

DO YOU RENT/LEASE/OWN A HOME? _____

DO YOU LEASE/OWN/FINANCE A VEHICLE? _____

HOBBIES: _____ SOCIAL MEDIA PRESENCE? _____

CONCLUSION

I believe now that you have warmed the temperature of your business structure. There are many elements of marketing that have yet to be exploited, which are covered in the next workbooks.

The idea of these workbooks is starting your business off in a healthy form and fashion! It is my deepest and most personal desire to see the readers of these workbooks be prepared to get in the ring of what can be the most awarding life there is: entrepreneurship. Whether you are a clergyman or wanting to open a shoe store, these basic mind mapping activities will set you apart from the crowd and provide you with a 200% return on any of your marketing investments.

BE SURE TO DO THE FOLLOWING:

PURCHASE PART II & III OF THE WORKBOOKS

SIGN UP FOR ANY AND ALL MASTER CLASS(ES)

INVEST IN A KNOWLEDGEABLE MARKETER, ACCOUNTANT, AND BUSINESS ATTORNEY

REMEMBER DEUTERONOMY 8:18 – PUT YOUR MONEY WHERE YOUR FAITH IS

CONNECT WITH FAITHFUL AMBASSADORS ON FACEBOOK AND LINKEDIN