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The 7 Point Programme for Restoring Growth

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ASPIRATIONS

**01**

# What are your medium & long-term growth aspirations?

You may already have set your growth aspirations some time ago and are still working towards a target. However, it’s also worth revisiting and restating these now.

What were they, what assumptions are they based on?

Are the assumptions and expectations still valid?

Aspirations can be expressed in terms of different measures, size, profitability, influence, your exit plan, personal wealth creation.



**Key questions:** 01 What are your medium & long-term growth aspirations? ASPIRATIONS

* 1. What are your aspirations over the next 3 years and in long term?

**1.02** Why do you want to achieve this?

**1.03** How are you going to achieve this? Are you looking at organic or acquisitive growth?

**1.04** Looking at factors such as customer insight, size of the target market, new customer acquisition capability, competition - what do you believe are going to be the key factors in making your aspirations a reality?

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**Key questions:** 01 What are your medium & long-term growth aspirations? ASPIRATIONS



**1.05** What does this require in terms of funding, people, target customers, sectors, timescales, and milestones?

**1.06** How much does it cost to acquire a customer (Sales and Marketing)?

**1.07** What is your customer retention? What does this mean in terms of total customer value?

**1.08** How quickly do you break even on each new customer?

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**Key questions:** 01 What are your medium & long-term growth aspirations? ASPIRATIONS

**1.09** What should you be doing more of?

**1.10** What should you stop doing?

**1.11** What new things should you be looking at; routes to market, new product, new markets.

**1.12** What will your business look like if you reach your desired goals in terms of people, geography, number of customers?

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**Key questions:** 01 What are your medium & long-term growth aspirations? ASPIRATIONS



**1.13** Can you build a model for the above for the next three years with milestones? Does this look realistic?

**1.14** So what does the next 12 months look like on this plan?

**1.15** What is this year’s revenue goal in terms of a realistic and stretch target?

**1.16** What does that look like in terms of existing customer revenue and new customers?

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VALUE

**02**

# What is the real customer value of what you do?

Before you can really assess how you reactivate growth you need to understand what your real customer value is. Even if you believe the future lies in making changes in direction it’s useful to understand where you can build from.

So, what is the real value of the outcomes that customers derive from your proposition.

Some examples: a service that helps customers sleep at night, or has increased their influence, a product that has made tangible savings or added more revenue or cash flow.

Also, are there areas for value enhancement? E.g.

If you provided an additional service or product, what tangible difference would it make to them?

What should you stop doing?

What should you be doing more of?

You may believe you already know what the value is based on anecdotal evidence of customer conversations, but are you sure? Apart from the obvious spin-off in terms pf potential case studies and potential for identifying immediate issues that are affecting customer retention, we find that when taken together it is usually very revealing. It therefore makes a significant contribution to formulating future objectives and plans.



Key questions: 02 What is the real customer value of what you do? VALUE

**2.01** For the people you engage with most or that perhaps selected you in the first place, what do they really value and what is it worth to them personally?

**2.02** What were their key challenges when they were looking for a solution?

**2.03** What were the challenges costing them? E.g., Inhibitors to growth, operational inefficiency and cost, lack of knowledge, external regulator challenges, poor staff retention, cost inflation – the list is endless.

**2.04** Have the issues been solved and what effect did your proposition have? What specific examples are there? Are the results tangible?

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Key questions: 02 What is the real customer value of what you do? VALUE



**2.05** How were the issues solved?

**2.06** What is the chemistry like between your organisation and the customer’s?

**2.07** How has the relationship with your company helped them personally? E.g. improved standing and personal profile, raised the awareness and reputation of their team, helped improve work life balance, helped them develop as leaders.

**2.08** What is the customer NPS score? What is the feedback as to why customers scored the way they did?

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GROWTH

**03**

# What is the growth foundation?

Having a solid understanding of your customer value will help you start to build a more concrete picture of your proposition foundation for growth.

It may be that this is clear already across your business and everyone understands the foundation, however, its useful to write it down so it can always be a reference point for everything from assessing new opportunities to writing the copy for a new piece of content.



Key questions: 03 What is the growth foundation? GROWTH

**3.02** What do we do?

**3.01** What do we stand for?

**3.03** What are the big issues we aim to solve for clients?

**3.04** Why does our proposition provide the answer?

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Key questions: 03 What is the growth foundation? GROWTH



**3.08** What’s the compelling promise?

**3.07** What tangible examples can we share?

**3.06** How does your proposition create value for customers?

**3.09** Competitive positioning – how can we/do we differentiate ourselves?

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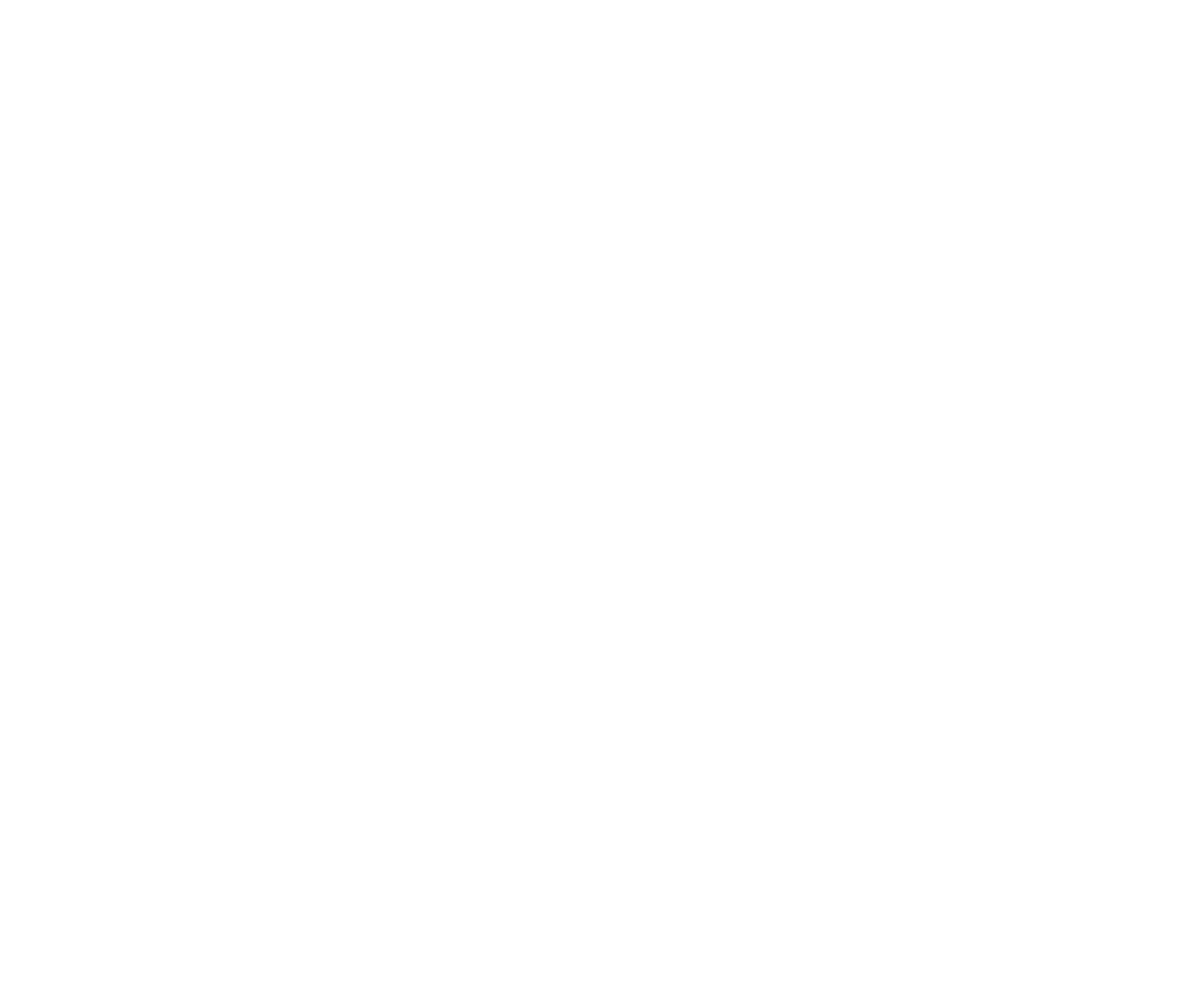
Key questions: 03 What is the growth foundation? GROWTH

**3.11** Are their products or services that don’t belong in this framework?

**3.10** Communications strategy - how do we articulate the difference?

**3.12** Are there products or services missing from our proposition?

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**FOCUS**

**04**

# How to create more focus, clarity, and discipline in GTM strategy

High growth can create chaos within your organisation.

Yes, it’s exhilarating, but the continuous change, lack of resources, growth in the number of people and resulting new structures all cause disruption. The disruption saps leadership time and ultimately distracts from core growth strategy and focus.

This is particularly true in sales and marketing, where things can go a little feral; deals being made to a wide range of companies in size and sectors, some good some bad, which when handed to operations create huge costs in terms of support and management. The trouble is when growth stalls it gets worse as desperation sets in, marketing becomes even more random and where lots of unrelated “opportunities” are pursued without a central strategy.

This way of operating isn’t sustainable. The money is spread far too thinly across too many activities to be effective. Whereas focus brings sustainability in sales and marketing as every activity reinforces each other so brand recognition, reputation and awareness can be built. If you focus on specific markets and start to build a reputation it builds awareness and referral thus reducing customer acquisition cost. It doesn’t mean you only focus on specific sectors forever, but just so you can build a “beach head” of reputation before you can then move into other sectors.



Key questions: 04 How to create more focus, clarity, and discipline in GTM strategy FOCUS

**4.01** Is there a sector(s) and/or company size you could focus on? If so, what is it?

**4.02** Would this focus achieve your revenue goal? Is the market big enough? Is there enough potential demand?

**4.03** Who (persona) do you need to influence to achieve new sales?

**4.04** How would this focus effect your messaging – benefits, ROI etc.?

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Key questions: 04 How to create more focus, clarity, and discipline in GTM strategy FOCUS



**4.05** How would the proposition change with focus? E.g. product, service, ?

**4.06** What routes to market do we need?

**4.07** How does this effect Marketing and Sales strategy?

**4.08** How do you embed the right disciplines to ensure focus and clarity are maintained?

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CONTENT

**05**

# Why is content so important?

The best form of marketing leads are referrals; from a conversion rate basis they are always the highest, from an acquisition cost point of view always the lowest. It’s a great way to build a business. And if referral could supply 100% of your planned growth objective you would be in

a wonderful place. However, it rarely does, especially when the growth demands are increasing.

The next best source of leads are ones where people are actively looking for your solution. However, if you are in a relatively new category the only way you are going to receive these inbound leads is to have an active awareness and education programme built on a lot of content and related activity. Again, something that can easily get neglected when you are initially growing fast built on referral and existing contacts.



Key questions: 05 Why is content so important? CONTENT

**5.01** What is the role of the content within the buyer journey (attracting, engaging, nurturing)?

**5.02** What content are you going to produce and when?

**5.03** What’s the balance between producing content that provides help and advice vs proposition promotion?

**5.04** Who (personas) are you going to address in your target audience? E.g. Potential and existing customers, partners, channels and internal.

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Key questions: 05 Why is content so important? CONTENT



**5.05** How are you going to deliver the content to the target audience? E.g. PR, advertising, social media, events, web, email, Podcasts, third parties and partners

**5.06** What other content do we need to produce? E.g. Industry news, company news, case studies, value propositions & sales collateral

**5.07** How are you going to measure its effectiveness?

**5.08** What are the objectives and KPIs?

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Key questions: 05 Why is content so important? CONTENT

**5.09** Who will be our subject matter experts for thought leadership?

**5.10** How are you going to resource its development? Balance between inhouse and outsourced talent.

**5.11** Is there a content calendar with target dates and plans?

**5.12** What is the budget and why?

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MARKETING

**06**

# How do we use content to create awareness, demand and inbound leads?

Marketing is your means to create and capture demand for your services, which should be your engine for growth. Having created your content strategy, the role of marketing is to run a programme of audience engagement to generate awareness, nurture, and capture leads.



Key questions: 06 How do we use content to create awareness, demand and inbound leads? MARKETING

**6.01** How many referral and inbound leads do you need to create the opportunity pipeline needed to convert into new customers?

**6.02** How do we run a customer engagement programme to help improve NPS, reputation and referrals?

**6.03** Do we have a referral programme for the next 12 months? If so, what is it?

**6.04** What does the engagement programme calendar look like? What are the dependencies and potential bottle necks?

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Key questions: 06 How do we use content to create awareness, demand and inbound leads? MARKETING



**6.05** What is our demand gen research programme? E.g. new things we want to try and test.

**6.06** What resources (inhouse and external) do we need to run the programme?

**6.07** What is the marketing budget and justification?

**6.08** How do we feedback to content teams the results and changes to the content plan?

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Key questions: 06 How do we use content to create awareness, demand and inbound leads? MARKETING

**6.09** Who is going to be responsible and accountable for performance for defined elements of the programme?

**6.10** How are you going to capture leads? E.g. role of organic search, paid search, inbound web CTAs, sales outreach, partner leads and referral capture?

**6.11** How are you going to measure overall effectiveness of the marketing programme?

**6.12** What aims, measures, milestones and KPIs do we need?

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SALES

**07**

# Building a sales team to support growth

It’s important to have a plan for how sales are closed and won which may well involve a rethink of sales processes. After a period of significant growth and during a time of slowdown, the pressure placed on sales to perform tends to increase.

Consequently, the sales team looks for ways to win mew customers – “Whatever it takes” mentality can take over which can create chaos for the services team, finance, legal, IT and marketing. This isn’t sustainable and a more strategic and planned approach is needed.



Key questions: 07 Building a sales team to support growth SALES

**7.01** What is the role of the sales team in the buyer’s journey?

**7.02** What are the defined sales stages and milestones?

**7.03** How are sales made now?

**7.04** What are the current conversion ratios; leads to opportunities, opportunities to closed won?

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Key questions: 07 Building a sales team to support growth SALES



**7.05** What are the indicators of success? E.g. Referral, persona involved, inbound enquiry, size and sector, specific ideal prospect circumstances?

**7.06** Are salespeople needed for all types of products or markets?

**7.07** Can customers digitally self-serve?

**7.08** What is needed by the sales team to win new customers?

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Key questions: 07 Building a sales team to support growth SALES

**7.09** What support do they need from the rest of the business? E.g. proposals, presentations, case studies, financial programmes, delivery service definitions?

**7.10** What is the sales structure? E.g., vertical, horizontal, product, solution, persona, customer, new logo

**7.11** What is the role of incentives and renumeration in reaching targets?

**7.12** What training and development is required?

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