

Guru Marketing



A Case Study:

International Service Marketing Specialist

Laurie Young



Laurie Young Profile

Laurie Young is an international specialist in the marketing and selling of services. His career has included senior positions with PricewaterhouseCoopers, BT and Unisys as well as founding and selling his own company, Blakes Consulting.

Laurie now focuses on consultancy in his own name, assisting senior executives resolve strategic marketing issues.

Over the years his clients have included Deloitte, Ericsson, Allen & Overy, Microsoft, the BBC, Cable & Wireless, American Express, Nokia and British Gas.



Guru marketing in action

Laurie hardly needs our help in developing his own strategy but, like any other busy professional, balancing the need to market himself with the requirements of client work can be an issue. Laurie not only finds it more effective to employ our support, enabling him to focus on the business, but firmly believes that our expertise creates results that he could not achieve for himself.

Our strategy is to position Laurie as an international specialist in high value service marketing, building and maintaining his profile with a select group of blue chip potential clients to create “demand-pull” for his services.

We do this through carefully targeted PR and thought leadership in the UK and overseas; obtaining speaking engagements; personal relationship marketing programmes for key contacts; and working with publishers to exploit Laurie’s books within his target consultancy audience.

Masterclass
Building an effective practice strategy

For many firms, strategic development has taken an organic path with firms focusing on business planning and when the market or competition demands it. Developing a more long-term practice strategy is essential, though, for sustained business success.

My Laurie Young

They see as developing their technical skill. Primarily there is a number of principles and a range of professional subgroups that can help create success. For instance, a well-structured strategy is likely to contain many of the components detailed below.

The components of a practice strategy

- The vision and mission of the practice
- Clientbase
- Strategic intent
- Location of market position
- Human capital policies
- Asset allocation
- Target return (revenue and margin)
- Business unit strategy
- Broad strategic growth plans (areas where opportunities are identified)
- Organizational plans
- Financial instruments and instruments
- Change and enhancement to organization, including process and system improvement

Many strategies, however, fail. Some are poorly stated or an outcome with little, but the underlying reason for failure is

where investment is needed. The strategic framework needs to continue them all. It will often distinguish between business planning, strategic marketing planning and business unit planning. In implementation though, these are not responsibilities given to different individuals. It is the task, delegated to the leaders, to achieve their objectives of the strategy.

The structured approach needs to be used in partnership when leaders will identify and work upon immediate strategic priorities, when as part of an annual budget cycle. It is not rigid, however, and can be well modified. In fact, many practice areas can be adapted to suit a range of situations. However, when the major strategic threat is identified, the firm needs to focus on the most important issues. Proven terms are normally found to implement different aspects of the strategic plan in addition to their current jobs, and are defined when other strategic areas are achieved or other practice identified.

The structured approach, a small unit area within the firm that has responsibility for the creation and management of strategy. This is often led by a director of strategy who works closely with the leadership. They might also have responsibility for financial, operational, marketing, sales and reporting and market analysis. The unit is expected to manage the planning, execution, control and the strategic analysis and share their analytical perspectives in appropriate decisions. Some

large professional service firms have executives in this role who either are trained, specialist expertise. It will succeed strategy is normally developed. However, it is often difficult for the organization to figure all the necessary tasks. The full plan is usually achieved.

Business strategy is developed only by a strategic view of direction, derived from the decisions of several, one-dimensional business leaders. The pattern of past decisions reveals the direction of the firm and it is not

Regularly seen in single sector businesses that each firm can tell that they have no strategy to follow beyond their own or self-stated vision statements or their planning schedules. Nevertheless, experience shows that firms led in this way can be very successful, achieving high strategic intent, particularly if the leader states the direction that is the practice of the firm, budget, direction and action follow each other closely.

They make decisions about direction in the light of a perspective on the market. The market would mean that when business strategy is most relevant

appear that customer decisions taken by business leaders are, in fact, marketing decisions that influence the direction of the firm. Leaders should therefore aim to align market-oriented strategy and planning. In other words, their strategic decisions should be made with a view to the direction of the market, or markets, within which the practice operates. As the very best, leaders should take a perspective on the strategic demand and the implications to their firm.

For this to be an integrated model as it appears because there are several different ways of understanding market and their interactions. For example, leaders may wish to have their decisions on their strategy. However, the three that are mentioned, the techniques used to gain insight and the interpretation of results will all affect the quality of the decisions based on the approach. It is possible that the quality of the practice-oriented research project could reduce the quality of strategic decisions and damage the firm.

Some like an outcome view of a market. For them, supply and demand are inevitable forces that govern a firm's success. It is clear that the best firms

Figure 10.1 The AEM model

Relationships to other business

Activity areas

Other business

Relationships to other business

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Relationships to other business

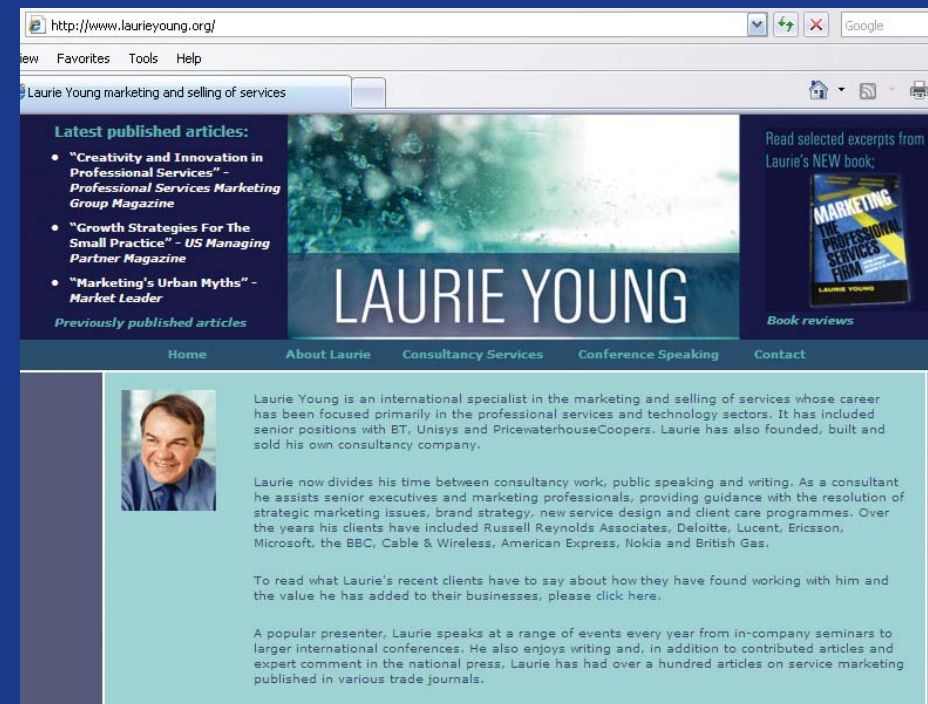
Activity areas

Other business

Full service support

In order to support Laurie's positioning we assist him with:

- Web site design and continuous updating
- Search engine optimisation and Google ad campaigns
- Database maintenance
- Organisation and administrative support for events he is involved in
- Client liaison



Published works

Laurie has had three books published to date, as well as contributing to a number of others.

Professional publishers' focus is on book sales. We work with Laurie's publishers to ensure his books also act to promote his consultancy work and build profile amongst that target audience.

In this case that meant developing a promotional book jacket, soliciting reviews in target media and distributing copies to key contacts.

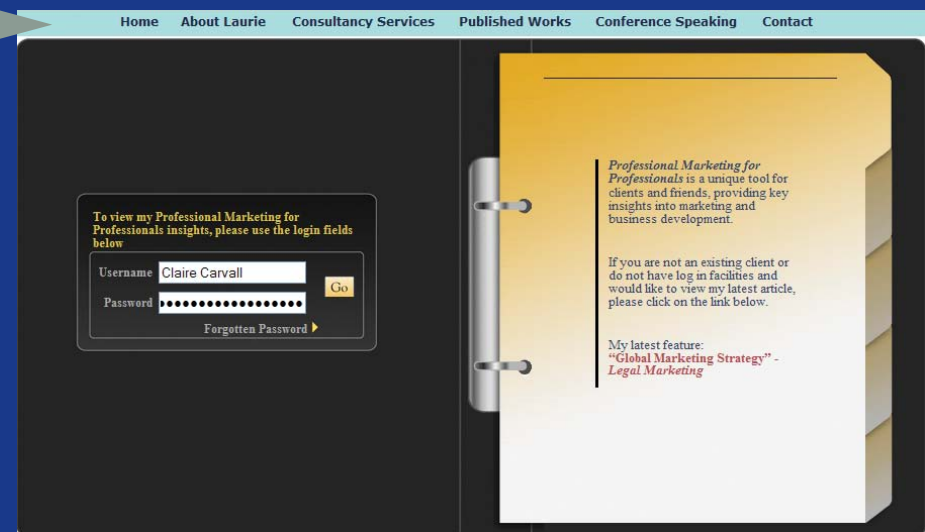
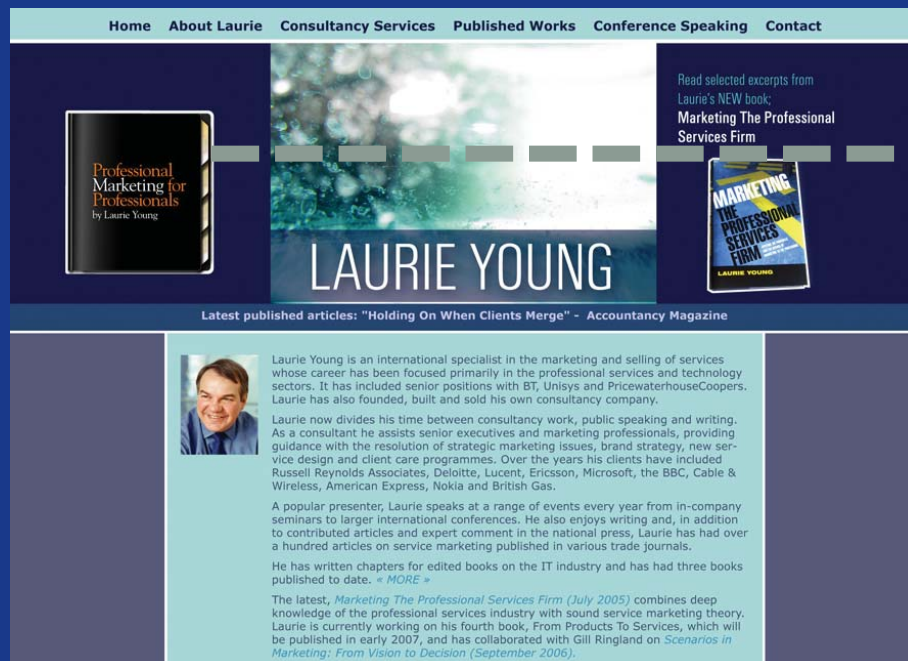


Promotional dust jacket

Contact marketing & relationships

We assist Laurie to stay in touch with his key contacts with the focus on adding value rather than selling.

This support has included developing a client only area of Laurie's web site where he can regularly publish new thought leadership and practical marketing tools for his clients.



Speaking engagements

Speaking to the right audiences represents one of the most effective methods of reinforcing a Guru reputation and reaching new potential clients.

We support Laurie by marketing him to conference organisers and event companies serving his target audience.

SBRANDING SERVICES
Branding the INVISIBLES! Stamping Your TRUSTMARK!

20 - 21 July 2006
JW Marriott, Kuala Lumpur

"The land of opportunity is in the intangibles. The service industry today have grown to an estimated \$700 billion in revenue worldwide ARE YOU GETTING THE RIGHT SHARE OF THE PIE?"

Partial Client List

- Shell/ Reynolds Associates
- Shell
- British Airways
- BT
- Microsoft
- Nokia
- Cable & Wireless
- BT
- Unilever
- S&P
- HSBC Bank
- British Gas

"Which ever way you look at it, brand holds the key to the future world's success."
- Rita Clifton

FRANCHISE, PARTICIPATE, OWNERSHIP OPPORTUNITY

Organiser	Location	Title of Presentation or Conference
Legal Marketing Italia	Milan	
Professional Marketing Forum	Birmingham	How to measure marketing effectiveness
The Cambridge Enterprise Conference 2007	Churchill College, Cambridge	Regional Conference 2007 - Why Clients Must Be At The Heart Of Any Firm
Association For Services Managers UK	Birmingham NEC	Hitting Above Your Weight With Strategic Marketing
Professional Marketing Forum	London	Service Management Europe 2006
Australasian Professional Services Marketing Association	Brisbane	Annual Conference - Why Clients Must Be At The Heart Of Any Firm
Intelligence Business Networks	Dubai	Marketing The Professional Services Firm
Managing Partners' Forum	Kuala Lumpur	Branding Services
Cranfield School of Management	Hong Kong	Branding Services
Association for Service Management	UK	Putting the client at the heart of your firm
CMC / CIM - The Cambridge Marketing Lecture	Milton Keynes	Change in Professional Practices
Infoma Telecoms & Media Association for Service Management International	Cambridge	Making Profit from Services
Information Technology Services Marketing Association	Amsterdam	Urban Myths & Their Disastrous Effects on Marketing
American Marketing Association	Helsinki	Mobile Sales & Marketing Summit
The Centre For Marketing Excellence	London	Marketing Professional Services
British Institute of Facilities Management	London	Marketing and Shareholder Value - ITSMA (Europe) Conference
IBC UK Conferences Ltd	London	From Products to Services (Frontiers in Service Conference)
Datex Engstrom	London	Account Management for Professional Services Firms
AFSMI & Service Management European Conference	Barcelona	The Structure of the UK Facilities Management Market
Information Technology Services Marketing Association	Birmingham	The Law Firm of the Future: Marketing High Quality Professional Services
Institute of Chartered Accountants of Scotland	San Francisco	What is Effective Marketing? The Marketing of Services
International Marketing Conferences	Nice	Let's Market Services
The Association of...	Singapore	Getting beyond commodities

Public Relations

The other key strand of a Guru marketing campaign is public relations.

Obtaining feature coverage in the influential trade media; being recognised as a leading authority by journalists; being quoted in the national press. These all contribute to building a guru reputation that attracts clients seeking the best advice.

Our PR specialists have helped build a significant flow of media coverage in the UK and are now developing this internationally.

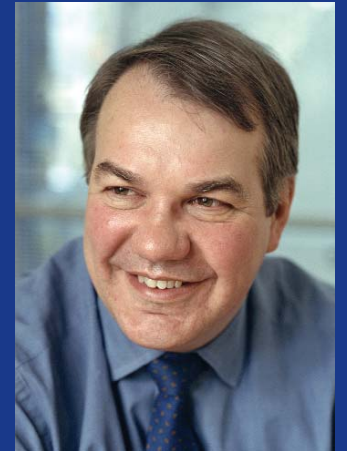


In Laurie's words

“As a marketing professional myself it may seem unusual to employ a marketing consultancy to promote my own services, but it’s actually a very difficult job to market yourself well. The input I receive from Hyde Marketing is therefore invaluable.

They challenge my perspectives to ensure that my strategy and opportunities help keep my profile high in target markets, which has supported me in winning new clients.

I can directly associate leads to the work Hyde Marketing has done for me, the value of which more than covers their fees - a very worthwhile investment.”

A handwritten signature in white ink, appearing to read "Laurie". The signature is stylized and fluid, with a long horizontal stroke extending from the bottom of the name.

Can we help you?

If you have genuine specialist skills and experience, we can develop guru marketing programmes to amplify fee generating reputations and create profitable demand-pull. We will provide a fully out-sourced resource or work alongside in-house marketers to assist:

- Professionals within large practices
- Niche firms
- Individual consultants
- Academics developing a commercial reputation

If you are interested in arranging a meeting to learn more or to assess the suitability of this approach for your marketing, please call Alan Brooks or Claire Carvall on **020 7022 0054** or visit **www.hydegurumarketing.com**

Guru Marketing

