Creating a Measurable Customer-Centric Marketing Plan

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About VisionEdge Marketing

Founded in 1999 and headquartered in Austin, TX, VisionEdge Marketing, Inc. serves more than 100 customers, and counting.

Services Include:

✓ Marketing performance management
✓ Marketing and sales alignment
✓ Product and strategic marketing
✓ Pipeline re-engineering
✓ Professional development
Session Objectives

- Understand the role of the marketing in a customer-centric environment
- Explain the process for developing a customer-centric marketing plan
- Review questions every marketing plan should answer
- Analyzing Your Situation
  - Competition
  - Customers
  - Company
- Steps for Establishing Your Target Market
- Developing your Positioning
- Use the M.O.S.T approach to create a plan
  - Mission, Metrics,
  - Outcomes, Objectives,
  - Strategies, and
  - Tactics

The Role of Marketing

**Marketing** is an organizational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders.

*AMA Definition of Marketing*
Common Company Challenges

- Lack of a shared, focused strategy
- Quality of positioning strategy
- Marketing and sales effectiveness
- Lack of plan (if it’s not written down, there’s no plan)
- No measures of success

Without strategy and planning, it’s impossible to build a successful company.

Order of Courses: Every Business Needs 3 Plans

- **Strategic Business Plan**
  Top down, longer horizon. The process of determining how the organization should expect to be positioned at some time in the future and what steps should be taken in the near term to move toward that positioning.

- **Operational Plan**
  Bottoms up, fiscal year. Focuses on the fiscal year ahead and addresses what all aspects of the organization must do to achieve the operational plans objectives.

- **Marketing Plan**
  Explains the strategies around the target market, product, channel, price, and promotion and details the implementation of these strategies that will cost-effectively generate the organization’s revenue goals and business outcomes.

Marketing Plans are Linked to Business Plans
The Value of a Plan

- Outlines unique, meaningful strategies that focus on the current needs and desires of the target customer
- Serves as a blueprint, roadmap for action
- Provides focus
- Establishes priorities

"Plans are nothing; planning is everything."
Dwight D. Eisenhower

A Good Plan Tells A Story and Enables You To

- Prioritize Where to Best Invest Your Time
- Focus on Who is Most Likely to Buy
  - Enhance lead gen activities
  - Qualify and Prioritize
  - Incubate if necessary
- Clearly Understand the Customer’s Buying Process
  - How do you meet their needs differently and better than the competition
  - Why do you win? Why do you Lose?
- Develop a Marketing Strategy for Key and Strategic Customer and Market Opportunities
  - Do Your Homework
- Farm additional revenue from existing customers
  - Regularly communicate with customers
  - Effectively cross-sell and up-sell
- Create Customer Loyalty
  - Increase referrals
Questions Your Plan Should Answer

1. What economic and business environment are you experiencing?
2. What opportunities and problems are you facing?
3. What business outcomes do you expect to achieve?
4. Who are your customers?
5. What are your customer’s needs and buying process to meet these needs?
6. Why should they buy your product or service rather than your competitors’?
7. What exactly do you sell?
8. How will you communicate your product or service to create opportunities?
9. How many opportunities do you need to achieve your goals, how do these opportunities move through the buying process?
10. Who will do what, when, how much will it cost?
11. How are you going to measure your progress and the value?
Customer Centricity is the Secret Ingredient

- Customer-centricity is about maximizing the value to, for and of customers
  - Bridges the gap between brand and customer value
  - Translates customer value into a value proposition
  - Sets and achieves goals to create and nurture a promise of value to customers

Customer Centricity

To be customer-centric, you must look at the world through the eyes of the customer, what they want from you, what they expect from you, what they can count on from you.
Why be Customer-Centric?

- 60% more profitable
- 2X as likely to exceed return on shareholder equity
- Twice as likely to exceed goals for pre-tax returns on
  - Assets
  - Sales growth
  - Market share
  - New product development

Why be Customer-Centric?

- Creates loyal customers
- Loyal customers are 7-10 times more profitable
  - 70% of defections have nothing to do with the product
  - Rule of thumb: up to 10 times more expensive to acquire than retain
- Customer loyalty starts with being customer-centric
4 Key Benefits to Creating A Buyer Centric Model

1. Provides insights into how the target makes a purchase and decides to buy
2. Enables the development of tools designed to build an action that will motivate the target toward the next step in selecting your company’s offer
3. Aligns marketing and sales around a common process and vocabulary
4. Provides a measurement process and tool

How to Become Customer-Centric

- Reverse the value chain
  Start with the customer not what you sell
  - Recognize customers’ needs and priorities (value proposition – why they should buy from you)
  - Identify the channels (placement) that best deliver these needs
  - Determine the services and products best suited for these channels (product)
  - Develop the resources needed to deliver these products/services and protect value stream (differentiation; brand strategy)
- Companies reap the rewards of the value they create for customers
The Plan Should Address All Three Marketing Roles

1. **Find** Profitable Opportunities
   - The process of acquiring/securing customers

2. **Keep** Profitable Opportunities
   - The process of retaining customers

3. **Grow** Profitable Opportunities
   - The process of increasing the value of your customer franchise and brand

“Marketing has the main responsibility for achieving profitable revenue growth.”
Phil Kotler

Plan Development Process

Using a Collaborative Roll Up Your Sleeves Process
- Clarify Current Situation
  - Understand the macro environment
  - Understand the current environment
  - Understand our customers
  - Understand our SWOT
- Define Target Market
- Establish Business Outcomes and Validate
- Establish Marketing Mission
- Create Measurable Objectives and Validate
- Develop Strategies
- Map the Customer Buying Process
- Develop Tactics, Timeline, and Budget
5 Minimum Layers for Any Plan

1. Situation Analysis
   - Current situation description
   - SWOT
   - Summary of main issues and opportunities
   - List of assumptions
2. Business Outcomes
   - Mission
   - Metrics
3. Measurable Marketing Objectives
4. Customer Centric Strategies
   - Hammer out a strategy that addresses primary target market, buyers who ready, able and willing
   - May require research
   - Positioning – clarify the reason why people should buy from YOU (WIFM)
   - May require research
5. Performance –based Programs and Tactics
   - Identify concrete actions, timeline, resources (people, time, money)

Layer 1: Situation Analysis

Plans Require Context

Planning is the process of anticipating future events and determining strategies to achieve organizational objectives in the future – this means you need context.

- You exist within a market
- You exist within a competitive environment

How can you know what to do if you don’t know where you are?

Key questions to answer:
- What’s going on that affects your business
- What’s going on in your industry
- What’s happening with your competition
- What’s happening with your customers
- What’s happening with your company
- SWOT - What your company does and how it operates, its strengths and weaknesses
The More Facts the Better

- Nice to have time and resources to be thorough – not always possible
- If you can’t do your own research
  - Leverage third party research
  - Attend conferences, webinars, trade shows
    - Go where your customers and competition go
- Talk to customers and prospects
  - Customer Advisory Boards
- Read key publications
- Use the web, blogs, etc.

Situational Analysis – What We Need to Know

- Market Analysis
- Competitive Analysis
- Customer Analysis
- Self – Analysis

Used to Create SWOT

The Findings Serve as the Basis for Your Recommendations
Capture the Marco Environment

The pertinent facts and implications related to economic, demographic, cultural, technological, and/or political forces that are outside your control but will have an effect on your business.

- How do these impact your business?
- What opportunities do they present?
  - Population trends
  - Insurance costs
  - Regulation
  - War
  - Interest rates
  - Unemployment
  - Gas prices

Add in Market/Industry Trends

- Need to track trends so you can capitalize on them by adding new products/services or modifying existing offers
- Rather than trying to develop a trend, be prepared to move quickly to take advantage of a trend
- Look for relevant patterns
  - Volume (i.e. flat, on the rise, etc)
  - Profitability (margin pressures, highly profitable low overhead)
  - Customer type (i.e. early adopters, followers)
  - Industry stage (i.e. emerging, plateauing)

Typical Questions to Answer:
- What Market are you in?
- How big is your market?
- Are there segments in your market? If so, what are they?
- What are the overall trends and developments in your industry?
- What is the rate of growth or shrinkage over time?
- Are there any differences in market growth by time of year?
- What are the key factors of success in your market?
### Market Analysis Worksheet

<table>
<thead>
<tr>
<th>Critical Questions To Ask</th>
<th>Answer To Include In Market Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>How big is the industry?</td>
<td></td>
</tr>
<tr>
<td>Where is the industry going?</td>
<td></td>
</tr>
<tr>
<td>Is it growing, stable, flat, or declining? How much and how fast?</td>
<td></td>
</tr>
<tr>
<td>Is growth in what key areas and why?</td>
<td></td>
</tr>
<tr>
<td>What is driving the growth?</td>
<td></td>
</tr>
<tr>
<td>Are there any specific companies/growth benefiting from this growth?</td>
<td></td>
</tr>
<tr>
<td>If declining, why?</td>
<td></td>
</tr>
<tr>
<td>Who is being most affected by the decline?</td>
<td></td>
</tr>
<tr>
<td>What are the implications to you?</td>
<td></td>
</tr>
</tbody>
</table>

### Add In Competition

- Who is your competition?
- What do you know about them?
- What do you need to know you don’t know?
- Why do your customers use/prefer them?
- How big are your competitors?
- What drives your competitors?
- What products or services do they offer? How do they differ from yours?
- How do they price their services?
- How are they positioned?
- What marketing activities do they use? How successful have they been?
- Why do they Win?
- Why do they Lose?
- What are their strengths and weaknesses?
- Where are they vulnerable?
- What are they doing/can they do to outmaneuver you?
- What actions could you take to outmaneuver them?
- What will be their response?

**Direct**
- Same customer problem
- Same product category
- Same market/customer segment

**Indirect**
- Same customer problem
- Different product category
- Same market/customer segment
Season with Customer/Target Market Data

- Who is our typical customer? Our ideal customer?
- What customer do we serve/not serve?
- What products/services do these segments consider? Prefer? Purchase?
- How do they buy?
- What customer segments are growing/declining?
- What is the typical customer problem related to the kinds of services/products we offer?
- How do they usually solve this problem?
- Who do they go to solve this problem?
- Why do our customers come to us?
- Are our customers staying, going, buying more from us?
- Are we acquiring more customers? Faster than before?
- Is our Share of Your Wallet Increasing, Declining, Flat?
- Why do they go to someone or somewhere else?

Successful companies are customer-centric, they know
- their customers,
- what they want, and
- how they’ll buy

Customer Analysis Worksheet

<table>
<thead>
<tr>
<th>CRITICAL QUESTIONS TO ASK ABOUT YOUR CUSTOMERS</th>
<th>ANSWER TO INCLUDE IN CUSTOMER ANALYSIS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who is your target customer?</td>
<td></td>
</tr>
<tr>
<td>What are your customers’ primary goals?</td>
<td></td>
</tr>
<tr>
<td>Why is your product important to the customer?</td>
<td></td>
</tr>
<tr>
<td>Why do they buy from you?</td>
<td></td>
</tr>
<tr>
<td>Why do people not buy from you?</td>
<td></td>
</tr>
<tr>
<td>What are the steps the buyer takes in his or her buying process?</td>
<td>1.</td>
</tr>
<tr>
<td>How does the customer decide to buy?</td>
<td>2.</td>
</tr>
<tr>
<td>Why are the steps the buyer takes in his or her buying process?</td>
<td>3.</td>
</tr>
<tr>
<td>How does the customer decide to buy?</td>
<td>4.</td>
</tr>
</tbody>
</table>
### Customer Analysis Worksheet cont’d

<table>
<thead>
<tr>
<th>1. Where does our company have an advantage in the buying decision?</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. What features are most important to customers and why?</td>
</tr>
<tr>
<td>3. How does your company impact the customer at each stage of the buying cycle?</td>
</tr>
<tr>
<td>4. Where do customers gather information about your product or service?</td>
</tr>
</tbody>
</table>

### Fold in Information About You

- Are you profitable?
- Do we have high margin customers?
- What is our cost of doing business?
- Is your revenue increasing or declining?
- Are we growing faster, the same, slower than our market?
- Is our Share of the Market Increasing, Declining, Flat?
- What are the implications to our rate of growth?
- Where are our shortcoming?
- What are our strengths?
- Where are our opportunities?
- Are you customers staying or defecting?
- Do we have lots of repeat business?
- Are you living off your base or acquiring new customers?
- Are your customers buying more from you than your competition?
Convert your Data - Picture’s Worth a 1000 Words – Help Us See What’s Important

Mix and Sift – Create Your SWOT

Strengths, Weaknesses, Opportunities and Threats
Where are your market opportunities?
What must you defend?

Evaluate each aspect of your company from your customer’s view point.

S
Things the company does well.

W
Things the company does not do well.

O
Conditions in the external environment that favor strengths.

T
Conditions in the external environment that do not relate to existing strengths or favor areas of current weakness.
Target Market

Now you know where to aim and what to fire

Clarify the target market

Target Market = The group of people toward whom the firm decides to direct its marketing efforts

Attributes of Attractive Market

- High profitability
- Rapid growth
- Easy to access – less regulation, less competition
- Less sensitive to price
- Lack of competition
- Compatible technologies/systems

- Segment the market based on groups with similar characteristics
- Analyze the market based on attractiveness of market segments
- Select one or more target markets
Select the Right Target Customer

- Companies often create market segments—customers who share a common set of characteristics
  - Segments are often evaluated by
    - substantiality,
    - identifiability,
    - measurability,
    - accessibility
- The target customer group is the group of people with the best fit for your offer
  - Price, Product, Assurance/Comfort, Customization/Tailor Made
  - Each of these demand a different approach—Operational Excellence, Product Innovation/Leadership, Brand, Customer Intimacy

Know Your Customers

Create a profile of the ideal customer

Psychographics
- How do they buy
- How do they decide to buy
- When do they buy
- Who buys? Who uses? How often? When?
- Criticalness of need/degree of pain
- Barriers to adoption/consideration

Demographics
- Size: revenue, number of employees
- Location
- Industries
Establish a Sustainable Differential Advantage

- Your sustainable competitive advantage is something associated with your company that is:
  - different about your company/product/service
  - meaningful to the target and
  - not easily copied by competitors

- Develop and implement the tactics to ensure that customers/prospects realize that you have this advantage
  - Answers the question - Why should customers buy from you instead of from your competitors?

Formulate Your Positioning

A Unique Promise of Value

- Defines the way your company and product are important to your customers and different from the competition
- The way your company and product are defined by what customers' value
- Determined by your firm's resources and capabilities in conjunction with the needs of the market

Take the Competition into Account

- What is their positioning?
  - List the target markets and why each competitor believes the target segment should buy its product
- How do the prospects see the differences between the competitors and you?
  - Do your homework-market research
- Respond to competitive threats by differentiating your product/service rather than by dropping your price or running new promotions

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Positioning Statement Example

Company Name: Tengo Internet
Market/Product Category: a customer hi-speed Internet Access Provider
Value/Competitive Differentiator: Provides outstanding customer service and contract flexibility
Problem/Critical Need: For the camping and hospitality industries
Who need to rely on amenities as a differentiator for creating a great customer experience
Competitive Differentiation: Unlike XXX whose products and business model doesn’t allow for flexibility, is more difficult to install, and doesn’t let the customer brand the service

Use M.O.S.T.
- Mission and Metrics
- Outcomes and Objectives
- Strategies
- Tactics
Layer 2: Business Outcomes

**Mission**
- Tells us the purpose for your existence
- Hints at the outcomes you will impact
- Sets the stage for your objectives

**Metrics**
- Be seen as accountable
- Communicate impact
- Demonstrate financial contribution
- Enable us to work smarter - efficiently
- Provide a current picture (market share, product margins, close rate)
- Indicate future performance (projected revenue, share of wallet, net advocacy)

**Empowerment**
1. Influence decisions
2. Recommend action
3. Play a strategic role

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Build Your Plan Around How Marketing Affects the Business

- **Find/Secure Profitable Customers**
  - Market Share
  - Penetration
  - Acquisition

- **Keep Customers**
  - Lifetime Value
  - Monetization

- **Grow Customer Value**
  - Brand/Customer Equity
Business Outcome Worksheet

<table>
<thead>
<tr>
<th>OUTCOME AFFECTED WITH THE MARKETING PLAN? (Y/N)</th>
<th>FOCUS OVER PAST YEAR (L, S, OR M)</th>
<th>POINTS ALLOCATED (1-100)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market share</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue/sales</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New customers in current market</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Existing customer growth</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer power</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bringing new products to market</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of complimentary products</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technology</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manufacturing capability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Patent portfolio</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brand value/shareholder value</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supplier power</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Channel power</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL = 100</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Measurement is the Foundation to ROI

- Design and select metrics that measure marketing’s impact on the business
- Use metrics that measure efficiency, effectiveness and payback
- Create a measurement management system and consistently use it
- Capture performance metrics as quickly as possible in order to instigate immediate change in execution
- Report results and performance in real time
Think of Metrics Along a Continuum

Tactical  →  Strategic

Predictive

Layer 3: Outcomes and Objectives

Outcomes
- Tie the Plan to the Business Outcomes at the Outset
- Understand what your company is trying to do and which of those things you can directly and indirectly impact
- Aim for customer-centric outcomes
  - Finding
  - Keeping
  - Growing the value of customers

Objectives
- Establish Measurable Objectives and Strategies tied to Customer Centric Outcomes
- Your analysis serves as the basis for setting performance targets for your objectives and strategies
  - Business Outcomes - EXAMPLES
    - Close the revenue gap of X$ by YE09
    - Achieve a rate of growth (X%) equal to the rate of the market in two years
    - Increase share of customer wallet from X to Y in 18 months
  - The Business Outcomes are the Foundation for Your Marketing Objectives - EXAMPLES
    - Reduce customer churn by X% in the next six months
    - Increase margin/driver to X$ by YE
    - Increase # of specimens/doctor from X to Y this year
    - Add X# new doctors by
Marketing Objective Criteria

Marketing Objectives Must Be:

- Realistic
- Measurable
- Time specific
- Aligned and consistent with the organization’s priorities

- Increase referral rate of existing customers by 40% by YE2010
- 25% of existing customers will adopt new XYZ product within 6 months of launch at launch price $A
- Contribute 25% of the qualified new opportunities to the pipeline quarterly
- Improve customer advocacy score by 10% by YE2010

Layer 4: Customer Centric Strategies

Strategy is a campaign to win a competitive situation, taking into account your resources, your competition’s resources and the nature of the battlefield to obtain a sustainable competitive advantage.

- Stated as a customer focus
- Based on what customers want
- Identify "HOW" the objectives will be accomplished
Marketing Strategies Enable Objectives and Tie to Corporate Strategies

Four primary strategies

<table>
<thead>
<tr>
<th>Present Market</th>
<th>Present Product</th>
<th>New Product</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Market</td>
<td>Market Penetration</td>
<td>Product Development</td>
</tr>
<tr>
<td></td>
<td>Market Development</td>
<td>Diversification</td>
</tr>
</tbody>
</table>

Asnoff Matrix

Strategies Support Objectives

- Need to X # acquire more customers - Examples
  - Is the strategy to take customers away from a particular competitor?
  - Is the strategy to offer a better more accurate technology?
  - Is the strategy to partner with someone?

- Increase X # number of products/customer - Examples
  - Is the strategy to offer a special price break based on number of products
  - Is the strategy tied to some service quality issue?
Strategy Example

- **Outcome**
  - University want to increase revenues by $X within X timeframe

- **Measurable Objectives:**
  - Increase Student Enrollment from X-Y
  - Increase Alumni Endowments from X-Y

- **SWOT:**
  - Opportunity and threat related to off campus courses offered on demand
  - Opportunity and threat related to caliber and recognition of teaching staff

- **Strategy – Distance Learning**

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Strategy Example

- **Outcome**
  - An IT Services Provider want to increase revenues by $X within X timeframe

- **Measurable Objectives:**
  - Increase Net New Customers from top 200 companies in the region from X-Y
  - Increase Referrals for Tier 1 Customers from X-Y

- **SWOT:**
  - Opportunity and threat related to experienced low-cost "freelance" IT people
  - Opportunity and threat related to caliber and capabilities of IT technology and equipment

- **Strategy – 24/7 Remote IT Monitoring and Management Service**
Layer 5: Tactical Programs

- Establish Performance Targets for Every Tactical Program and Activity

- Develop Tactical Programs that:
  1. Find profitable opportunities – these programs should
     - Generate leads and qualified leads
     - Accelerate Conversion across the pipeline
  2. Nurture opportunities not ready to convert
  3. Create customer preference and loyalty

- Tactical Programs often involve product, placement, promotion and price

  **TIP:** Be willing to kill off tactics! All tactics should support a strategy and directly link to an objective and outcome

Communication Tactics

- **PR** – use of third parties to endorse (testimonials, case studies, editors, bloggers, speaking engagements, editorial coverage, juried articles, etc)

- Advertising – control of message and placement (traditional broadcast, direct marketing, event marketing, online media, collateral)

- Promotion – efforts designed to stimulate purchase and increase immediate demand

- Personal Selling – planned presentations, customer visits, telesales, consultations, proposals, etc.
**Tactics Support the Buying Process**

- **Awareness**
  - Can be over emphasized
- **Interest/Inquiry**
  - May need more emphasis
- **Consideration/Trial**
- **Preference/Purchase**
  - Advertising
  - PR
  - Promotion
  - Personal Selling

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**Top it Off with Calendar, Budget and ROI**

- This section should identify the cost for each strategy and its associated tactics and the expected results and return
- You can have a big marketing strategy on small budget
- Allocate your budget around find, keep, and grow
Does It Fit Together?

Outcomes - Define the overall organization charter, purpose for existence

Objectives - Realistic, performance-based initiatives that provide the focus needed to achieve the outcomes

Strategies – The course of action for achieving the objectives, these typically remains in play

Programs and Tactics – The specific activities needed to support strategy – with performance targets

Marketing Plan Checklist

Does the Plan
✓ Establish clear measurable objectives tied to business outcomes
✓ Define performance targets
✓ Identify a target customer group
✓ Explain what these customers want and how you meet their needs, solve their problem
✓ Articulate a positioning strategy relevant to this group that differentiates the company from competitors
✓ Include effective strategy(ies) to achieve objectives
✓ Outline a specific plan of action with expected results tied to the outcomes
✓ Have a calendarized budgeted POAs that tie back to the purposes of marketing
Additional Resources

Learn More:
1. Read the Truth About Marketing Blog
   http://cisco.com/ciscotalk/marketing
2. Subscribe to FREE monthly newsletter,
   KeyPoint MPM
3. Check out - Gone Fishin' For
   Marketing and Sales Alignment – EBook
4. Six Steps for Creating a Measurable
   Customer-Centric Marketing Plan,
   Second Edition - A Self-Paced Hands
   On Workbook

All available at:
www.visionedgemarketing.com

Thank You and Wrap Up

- This is a lot of work
  - will it make a
difference?
  - More customers
    faster
  - Better quality
    customers
  - Less spray and
    pray
  - Less smile and
dial
- Hope you took
  away at least one
  new idea
- My question for
  you - What Will You
  Do Differently in
  Your planning?