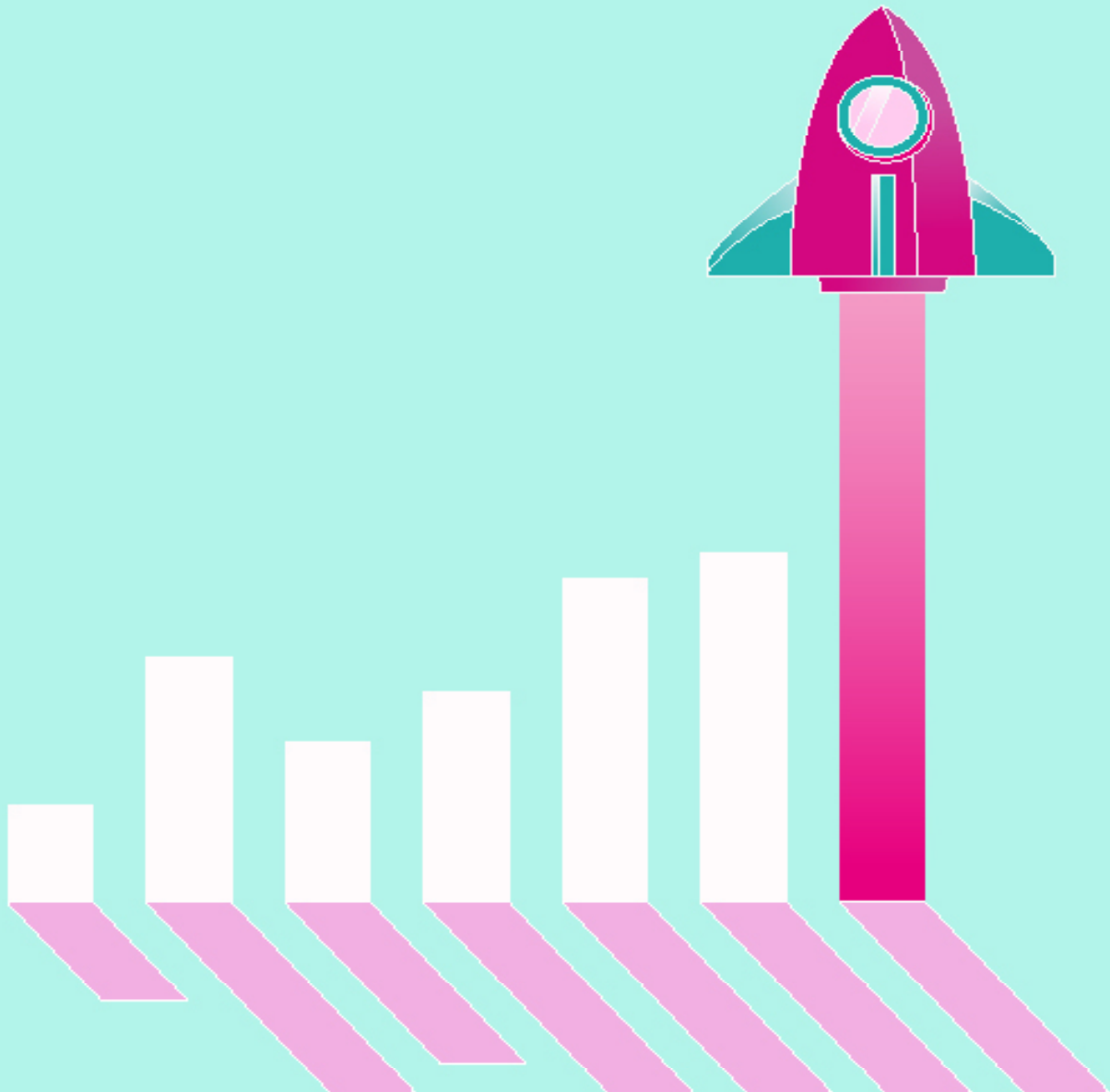




Adapt & Accelerate Framework



- ✓ Understand your position
- ✓ Set new goals
- ✓ Plan for growth



Time to get
started!

Adapt & Accelerate Framework

Understand your position, set new goals and plan for growth.



Our Adapt & Accelerate Framework is a set of exercises that will help you and your business respond effectively to change.

Over the last two decades the UK has experienced a global pandemic, a major financial crisis and an overhaul of our relationship with Europe. Massive new opportunities have also arisen from changing customer behaviour, innovative technologies, government initiatives and emerging markets.

Change is a constant. If you want to stay competitive, you need to know how to respond to change, whether it's positive or negative, internal or external, big or small.

The purpose of this guide is to help you identify the best way to respond to any change that might impact your business. The five exercises will help you answer five important questions:

1. What's our context?
2. What have we learned about ourselves?
3. What are the risks and opportunities?
4. What will the business do in response?
5. How does our marketing need to change to support this?

To get the maximum value from these exercises, set aside at least a couple of hours to complete them. The more time you can put in, the more you'll get out.

At the end of this process, you should feel confident in your ability to seize new opportunities and steer clear of any risks. It may also highlight some blindspots or weaknesses that you weren't aware of.

We hope you find this useful,

Clare Methven

Clare Methven
Co-founder, The Marketing Centre



EXERCISE 1

What's our context?

EXERCISE 2

What have we learned about ourselves?

EXERCISE 3

What are the risks and opportunities?

POTENTIAL OPPORTUNITIES



EXERCISE 4

What will the business do in response?

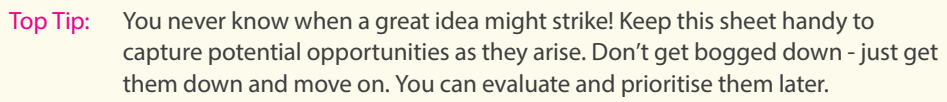
PROVISIONAL INITIATIVES



EXERCISE 5

How does our marketing need to change?

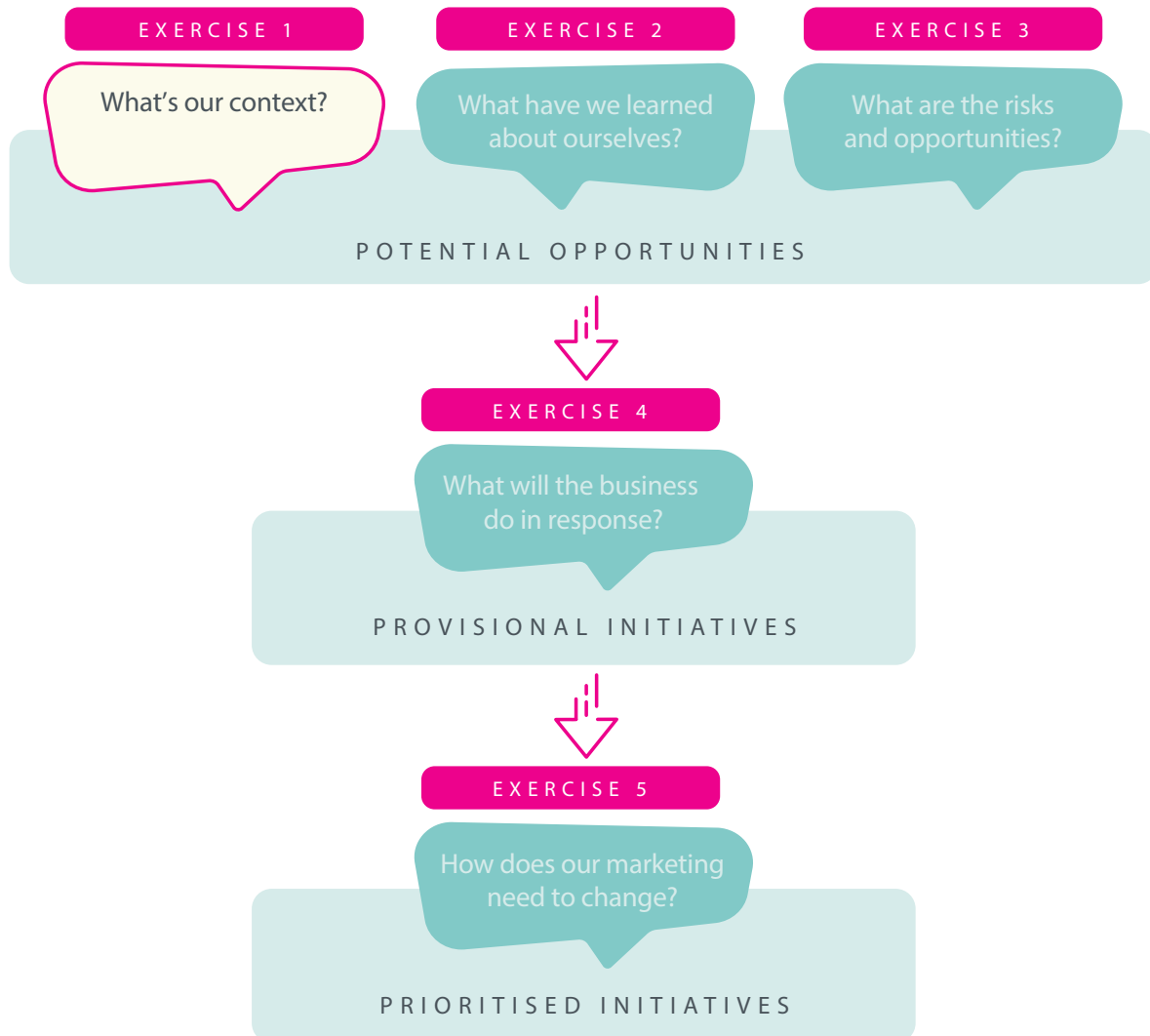
PRIORITISED INITIATIVES





What is our context?

Understanding your political, economic, social and technological context.



No industry stands still for long. This exercise will help you figure out what's changed since you last took stock of your situation.

It's designed to help you understand the wider context - we'll get into the detail later on - so try to keep your observations high-level.

Think about the trends and shifts that are taking place. Specifically, what are the changes that could or will have a direct impact on your business, customers, competitors and industry?

We've included a few prompts to get the ball rolling, but you'll want to include your own as well.

This is a quickfire exercise. Don't spend too much time trying to think of every single thing that's changed. Jot down headlines and then move on.

EXERCISE 1

Political changes

How has the political context changed for your business?

- How stable is the political situation in the UK and overseas?
How might instability impact your market?
- Are there upcoming events like elections that could affect the market?
- Have new tariffs or trade agreements been introduced?

Political changes notes

Economic changes

What are the economic changes that will impact your business or market?

- Is the economy growing or shrinking?
- Are interest rates or inflation likely to change?
- Will credit become more or less available?
- Will rising or falling unemployment impact your recruitment?
- Is disposable income rising or falling?

Economic changes notes



Social and cultural changes

How might your business be impacted by changes in our social and cultural behaviour?

- Are people's buying or shopping habits changing?
- Has the age distribution shifted?
- Have attitudes towards your industry changed?
- Is the population increasing or decreasing?
- Have attitudes towards spending, saving and retirement changed?

Social and cultural changes notes

Technological changes

How might recent changes in how people use technology impact your business?

- Are more people buying online?
- How will mass automation affect your industry?
- Is cybersecurity a threat?
- Are more of your staff or customers working remotely?
- Are customers using new channels to research and buy products?
- Are privacy concerns likely to have an impact on your business?

Technological changes notes

EXERCISE 1

Legal changes

How might recent changes in legislation impact your business?

- Are there new health & safety regulations?
- Are there new regulations or legislation that could affect your industry?
- Have employee rights or expectations changed?
- Are there changes to HMRC or payroll?

Legal changes notes

Environmental changes

What are the Environmental changes that will impact your business or market?

- Is there new environmental legislation?
- Will people being more environmentally conscious affect your staff or customers?
- Will the changing climate have an impact on your business?

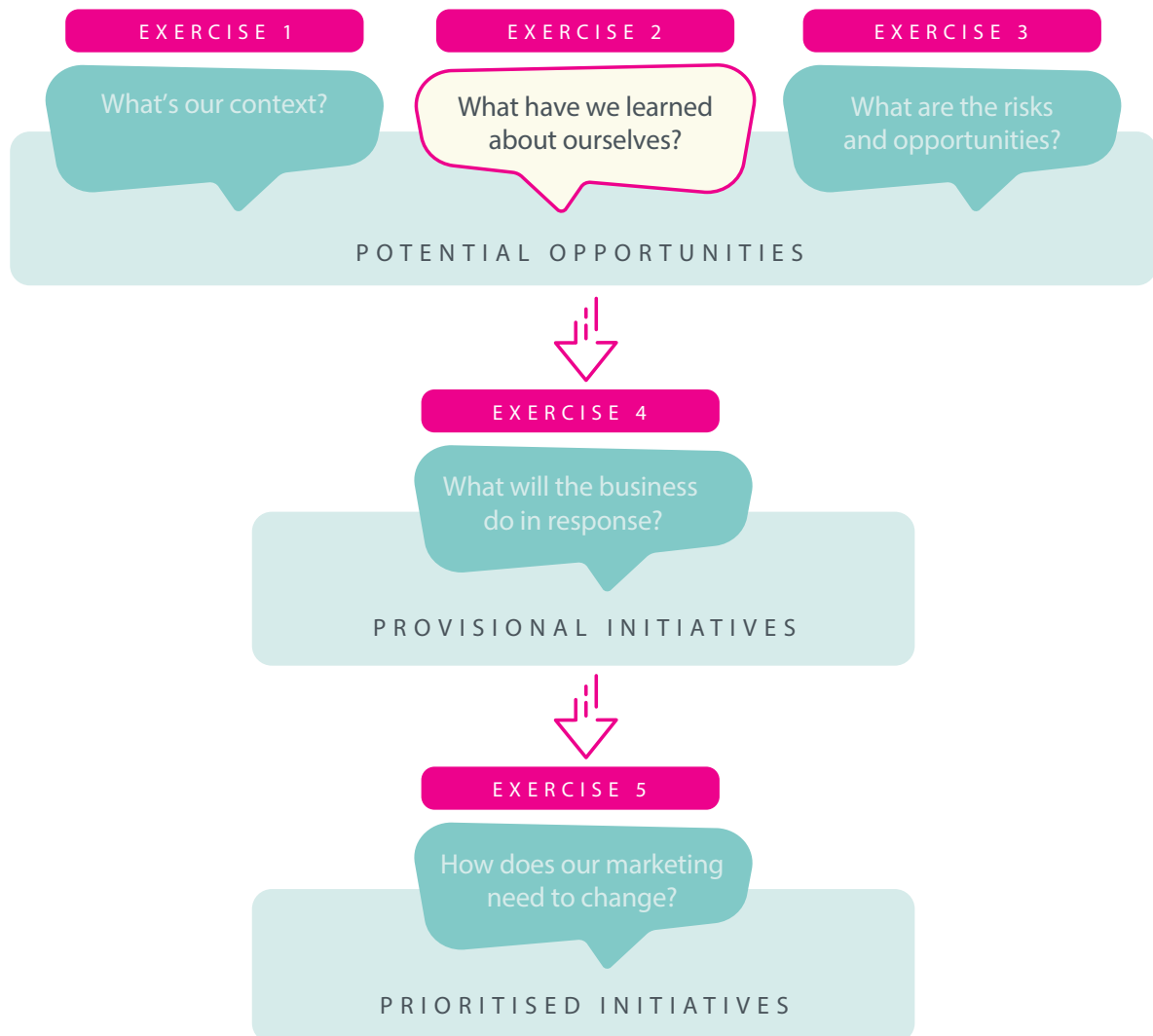
Environmental changes notes



To conclude this exercise, review the notes you've made and decide whether any of them lead you to identify potential opportunities for your business. If so, add them to your Potential Opportunities sheet and move on. Don't debate them at this stage - that comes later.



What have we learned about ourselves?



If the factors you identified in Exercise 1 have already led you to change your internal and external activities, this next exercise will be a useful opportunity to reflect on those changes. If your processes and behaviours have not yet been impacted, feel free to move on to the next exercise.

Reflecting upon our response to change is an important source of learning for a business. Doing things the same way we did them before would be a missed opportunity for growth and innovation.

The RSA published [a really useful](https://www.thersa.org/discover/publications-and-articles/rsa-blogs/2020/04/change-covid19-response)¹ exercise that will help you understand how your behaviour has changed and what you can learn from that. While it was originally developed in the context of responding to crises, we believe it is similarly applicable to any change stimulus, positive or negative::

- AMPLIFY:** We tried these things and they showed signs of promise.
- LET GO:** We stopped doing these things and realised that they weren't benefiting us.
- END:** We started these things to respond to the change but won't carry them on.
- RESTART:** We've had to stop these things during the changing environment but now want to start them again.

¹ <https://www.thersa.org/discover/publications-and-articles/rsa-blogs/2020/04/change-covid19-response>

To complete this exercise, start by making a long list of all of the things that you've started or stopped doing in response to whatever change you're responding to. Then take each of those things and drop them into each of the four groups.

Try not to get bogged down in making decisions about the future now - that comes later. For the time being, just group your new behaviours under the four headings and move on to the next exercise.

Understanding Change Response Measures

END:

We started these things to respond to the change but won't carry them on.

notes

AMPLIFY:

We tried these things and they showed signs of promise.

notes

LET GO:

We stopped doing these things and realised that they weren't benefiting us.

notes

RESTART:

We've had to stop these things because of the changing times but now want to start them again.

notes



NEW
PRACTICE



OLD PRACTICE

STOPPED

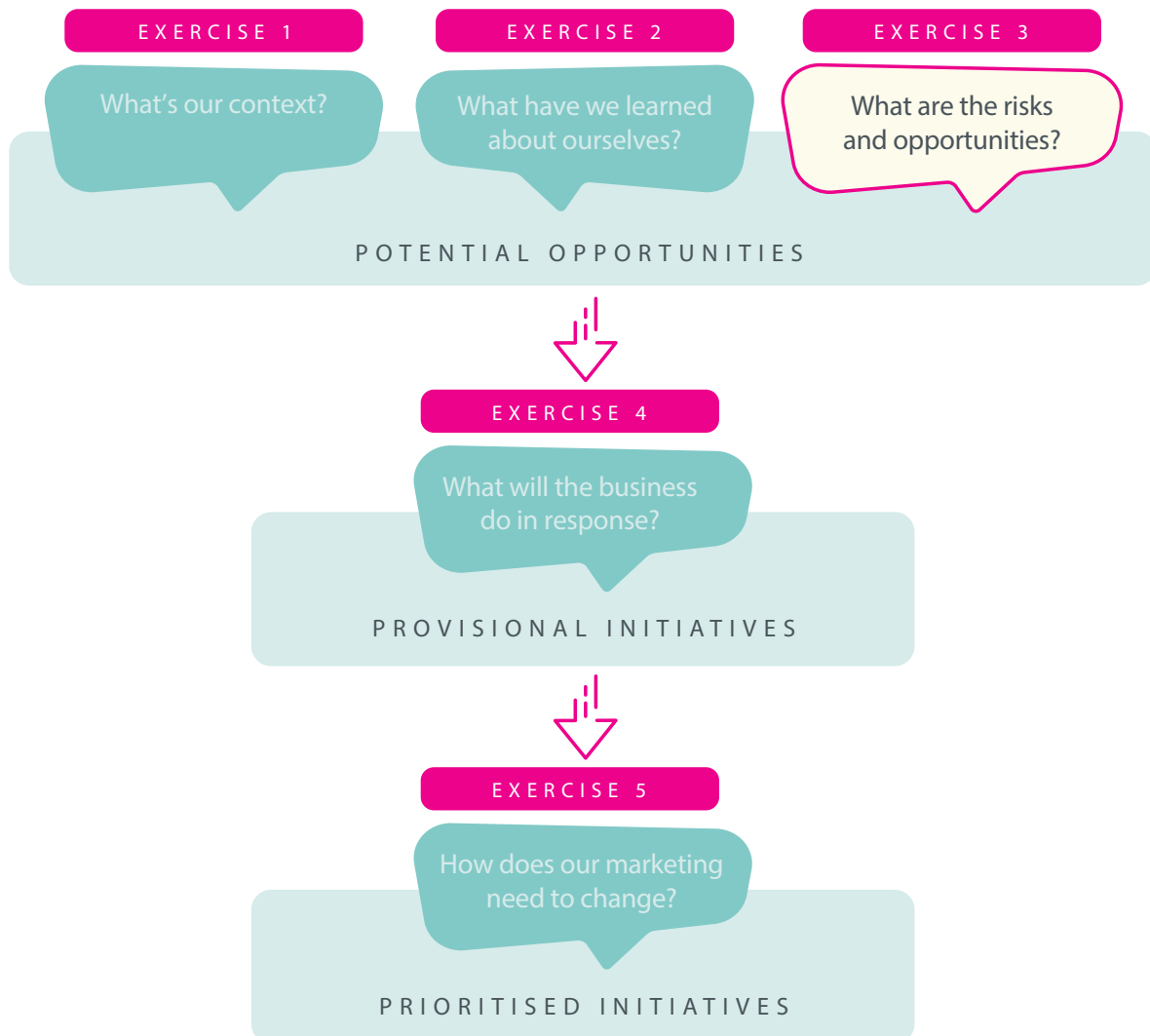
STARTED

Post Change



What are the new risks and opportunities?

How can your business seize the opportunities and avoid the risks?



Now that you've established the wider context, you need to understand how these trends relate to your business.

A SWOT analysis will highlight your strengths, weaknesses, opportunities and threats.

You may have already done one of these for your business in the past. Even so, now would be a good time to repeat the process. Make sure you consider the trends identified in exercise one and any important learnings from section two, as well as any pre-existing SWOT outputs.

As you consider all this, remember to capture the potential actions you could take in response to your strengths, weaknesses, opportunities and threats. Add these to the list of potential solutions that you've been building throughout these exercises.

Strengths

- What do you do well?
- What unique skills, assets or resources do you have?
- Where are the areas that you have seen success in the past?

- ### Strengths
- What do you do well?
 - What unique skills, assets or resources do you have?
 - Where are the areas that you have seen success in the past?

Weakness

- Where could you improve?
- Where do you lack resources, staff or skills?
- Where have you struggled in the past?

- ### Weakness
- Where could you improve?
 - Where do you lack resources, staff or skills?
 - Where have you struggled in the past?



Opportunities

- Are there any changes in your market which might be beneficial?
- How can you turn your strengths into opportunities?
- Can you capitalise on any of the trends highlighted so far?
- What other opportunities are there at the moment (remember to consider your competitors, customers and partners)?

Opportunities notes

3

Threats

- Are any of the changes in your market likely to harm your business or put it at a disadvantage?
- How might your weaknesses harm your business?
- Will the trends highlighted so far negatively impact your business?
- What other threats are there at the moment (remember to consider your competitors, customers and partners)?

Threats notes

You will probably have come up with a wide range of different strengths, weaknesses, opportunities and threats, some more significant than others.



As a final step to this exercise, highlight the ones that you think will have the most impact on your business, your customers, partners or team.

These are the changes that you will carry forward to use in future exercises.

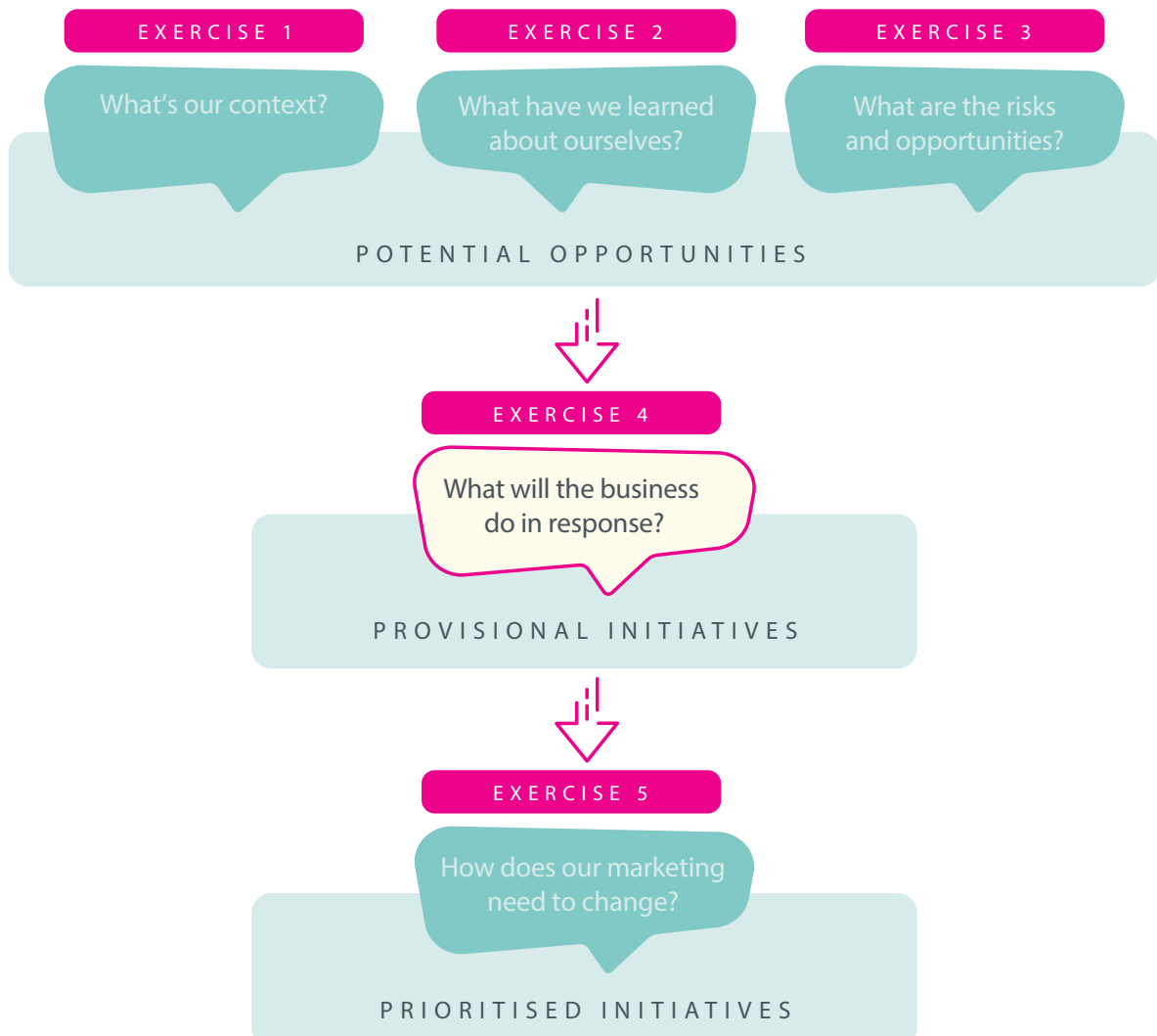
EXERCISE 4

What will we do in response?

Identify and prioritise your most impactful initiatives

These exercises will have given you plenty to think about. You now understand your context has changed and how those things relate to your strengths and weaknesses.

The next step is to define how your business will respond to these changes. Since you're likely to end up with quite a few possible next steps, we'll also prioritise them so you focus on the ones with the most impact.



Identify potential initiatives

Choose the most pressing or important things you identified during your SWOT analysis.

Then ask yourself what your business needs to do to avoid the downsides or maximise the upsides. You should end up with a list of possible next steps that you could take.

For instance, if you identified during Exercise 1 that more of your customers were shopping online and that your website was a weakness in your SWOT, a sensible action might be rebuilding your website.



Identify the most important actions

You now need to identify and commit to a few strategic initiatives that will make the greatest difference to your business. Don't attempt them all. You may want to use an impact / effort matrix to prioritise your goals. This matrix will help you identify the tasks which will deliver the most impact. Some may require very little effort, while others might take a sustained investment of time and resources.

To complete this exercise, assign each of your initiatives to one of the four quadrants and then select the initiatives from the top row that you feel most committed to.

	LOW EFFORT/HIGH IMPACT	HIGH EFFORT/HIGH IMPACT
Impact ↑	initiative	initiative
	LOW EFFORT/LOW IMPACT	HIGH EFFORT/LOW IMPACT
	initiative	initiative

Effort →



You now have a provisional list of new strategic initiatives. We say “provisional” because you will wish to revalidate this list when we’ve examined it in a little more detail in the next exercise.

Now you can commit to them as goals with a clear timescale.

For instance:

- “Build a new website capable of supporting our expanding ecommerce requirements within the next three months”
- “Revise our pricing strategy for our offerings within the next month”
- “Develop a new proposition and go-to-market strategy that we can launch within the next month”

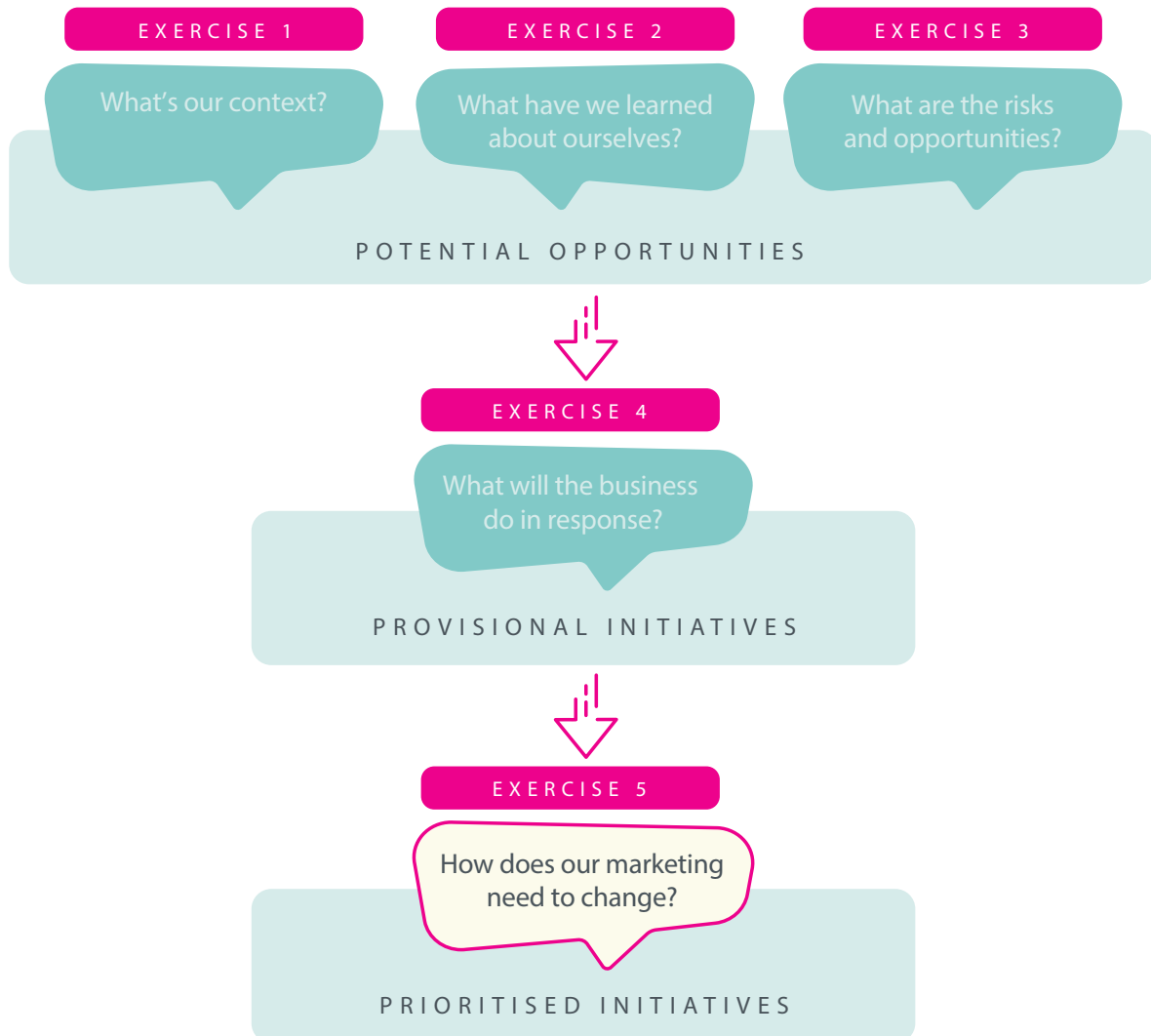
Don’t overlook this step.

Taking what you’ve learned and turning it into a strategic goal is a great way to commit to a course of action. Otherwise you may miss this vital opportunity to innovate or adapt to the current situation.

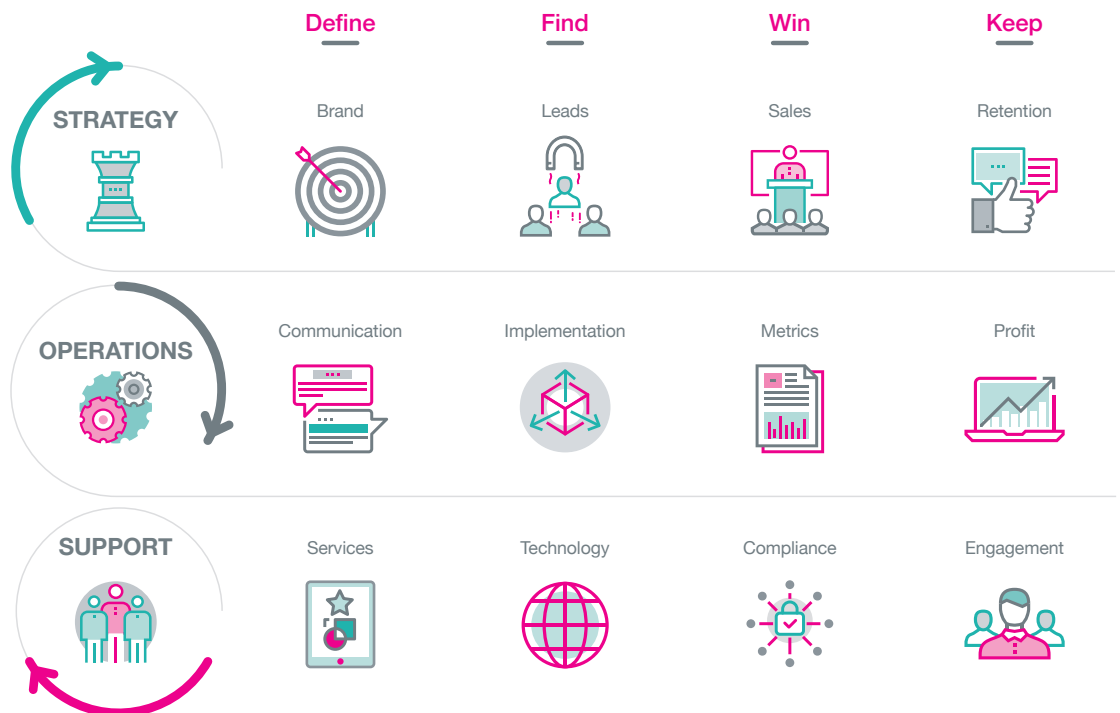


How does our marketing need to change?

Is your marketing able to support your new strategic initiatives?



The Marketing 360 is The Marketing Centre's comprehensive approach to help you evaluate every aspect of your marketing and identify areas that are in need of a rethink.



The full Marketing 360 assessment can be found [here](https://www.themarketingcentre.com/marketing-360)². For the purpose of this exercise we will limit our focus to the **four core pillars of marketing**² and how they apply to your new initiatives.



1 <https://www.themarketingcentre.com/marketing-360> 2 <https://blog.themarketingcentre.com/the-7-ps-and-the-4-pillars-what-is-marketing-anyway/>

2 Find

Once you've laid the groundwork, you need to start generating demand and creating opportunities for your sales team to convert.

Here's a list of questions to ask yourself to understand whether you need to update your lead generation processes or the technology you use.

- | | Yes | No | Not sure |
|--|-----------------------|-----------------------|-----------------------|
| • Are we able to generate sufficient leads to meet our growth objective? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| • Are our current routes to market appropriate for our prioritised initiatives? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| • Do we have the team and resources that we need to support our proposed initiatives? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| • Does our CRM and contact data sufficiently support our prioritised initiatives? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| • Have we noticed a drop or an increase in engagement levels with our marketing activity recently? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| • Does our website and social media approach sufficiently support our prioritised initiatives? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| • Is there a plan for a pilot before full roll-out? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Find notes



Here are a few questions to ask to understand whether you need to update your sales processes, how you measure success and the steps you take to remain compliant.

- 5

4

Keep

Finally, let's look at how well you retain customers and whether you make the most of opportunities to cross-sell or upsell.

Here are a few questions that will help you understand whether your customer retention processes need to change:

	Yes	No	Not sure
• Are we identifying at-risk customers and taking steps to retain them?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Have we identified our most profitable customers and made a plan for them specifically?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Do we need to review our pricing to optimise profitability?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Do we have a mechanism to measure customer satisfaction for our new initiatives?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Can our customers communicate with us in a way that is best for them?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Keep notes



Having explored your potential new initiatives in a little more depth, do you still think they are the right choices?

Time spent considering this thoroughly now will increase your chances of successfully launching your new initiatives and achieving your goals.



Look to the future

I hope the exercises in this guide have helped you understand your wider context, where the opportunities are and whether your marketing is set up to support you.

You now have the beginnings of an action plan - but remember, a plan is only useful if it's effectively implemented.

To make it actionable, you need to decide **who** is going to do **what** and **when**, then have regular reviews to hold people accountable for their progress. Plans are important, but only if they're executed!

At **The Marketing Centre** we believe that marketing is a strategic activity that helps your business grow and respond to change. If you feel like you'd benefit from some experienced marketing support, **book a free one-hour consultation** with one of our part-time Marketing Directors.

Call us on

Tel: 020 8012 8281

Email: info@themarketingcentre.com

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