

How to adapt your marketing for diversification





Introduction

Diversification is a growth strategy that your business may consider. It involves either entering a new market or industry with an existing product or service, or developing a new product or service for existing markets you operate in.

There are many reasons why businesses choose to diversify. These include offering current customers more choice, maximising on market opportunities, launching new products, or expanding into new territories. And there are pros and cons with each approach.

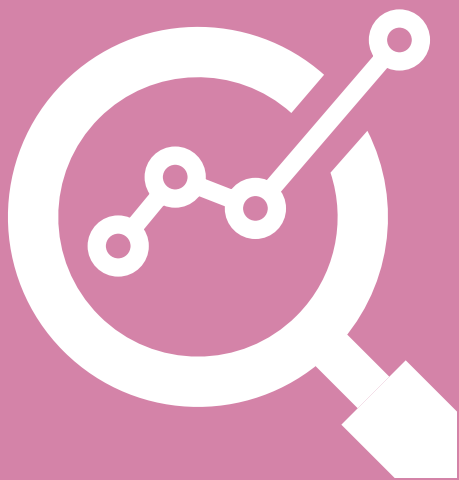
Offering new products or services to your existing customer base gives your customers more choice and as you know your customers, it is a more straightforward approach. The key benefit is that you can cross sell a range of products quickly and easily to your existing customer-base.

Leveraging existing processes and technologies to develop new products or services takes careful planning and consideration. Your marketing strategy and approach will be critical to diversification success as you are effectively targeting new customers and launching into new markets.

A high-risk approach is to launch an entirely new product or service into a market totally unrelated to your core business. This not only involves larger investment and creating a new 'go to' market launch strategy from scratch but also includes developing and building a completely new customer base.

This guide will take you through the marketing aspects you need to consider and develop, and the steps to take to successfully diversify and establish your company in new markets.

Samantha Vassallo
Managing Director

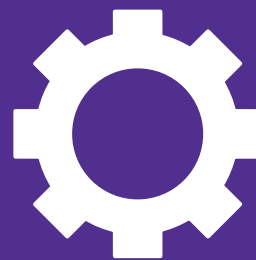


Be prepared for diversification. Ensure the building blocks are in place.

Diversification should be well considered and strategically planned, as when it is done successfully it can be extremely beneficial to your business. It can help increase revenues, create new partnerships, grow your market share and limit the impact of future market changes.

- Consider if you have the expertise to successfully diversify into new markets and if your in-house skills are transferrable.
- Do you have the resource to dedicate towards market diversification? If not, you may need to consider recruitment to fill resource and skills gaps.
- Analyse potential challenges or barriers to entry, both internally and externally.
- Market diversification may require additional investment, so check if there is any funding support available.
- Consider if your current business infrastructure is set up for market diversification.
- It is important to understand your route to market: this may be direct or through partners and distributors.

“In-depth market research is integral to your diversification strategy.”



Do your research. Get to know your audience inside out.

In-depth market research is integral to your diversification strategy. It will ensure that your strategy is well-informed and your activity is focused. For example, an analysis of your target markets can support your sales strategy and reveal the risks and opportunities of market diversification.

- Conduct a competitor analysis to benchmark your industry standing, understand the markets your competitors operate in and identify their Unique Selling Propositions (USPs).
- Speak to your current customers and prospects - understanding your customer persona and their perceptions of your business is integral to identifying the most suitable markets for diversification. It will also inform your messaging.
- Undertake marketing channels and tactics research: this will allow you to determine the most suitable approach for reaching your target audiences.
- Conduct an analysis of your target market - what are the safety standards and industry regulations? What are the trends in that sector?
- For international markets it is also important to understand laws, language, regulatory bodies and culture.



“Consider if your current business infrastructure is set up for market diversification.”



Create your diversification blueprint. Build your marketing strategy.

Your 'go to' market strategy should be clear, focused and well-informed. This will support your business growth and diversification success. A strategy will ensure your marketing activities are aligned and will provide focus and direction for all your marketing efforts. In addition, defined marketing objectives and a strategic approach will allow you to measure your return on investment.

“A strategy will ensure your marketing activities are aligned.”

- Define your strategic marketing objectives - these should be SMART (Specific, Measurable, Achievable, Realistic and Timed). These objectives should be in line with your company's market diversification objectives.
- Analyse and utilise your market research to help inform your marketing strategy. Your research into your target customers will help shape your customer journey and the key touchpoints you need to consider and plan for.
- Create a launch schedule - you must consider your route to market, the most suitable tactics to launch your new product or services - or indeed your business into a market, as well as activity which will continue to build and establish your profile. Timeframes, resource and deadlines are all important and they must be realistic and achievable.
- Determine your Key Performance Indicators (KPIs) and reporting methods. These should be in line with your strategic marketing objectives and allow you to measure marketing successes and areas for improvement.

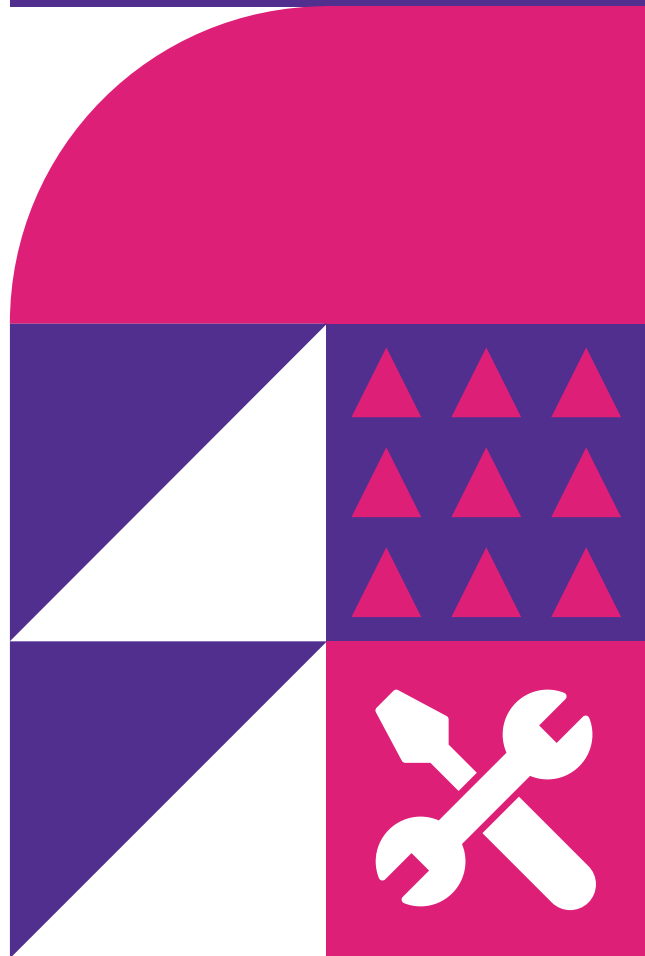


Get your messaging right. Re-shape your content and get noticed.

Whilst your core proposition may not have changed, as you enter new markets, implement new processes, or launch new products and services, you need to update your key messaging.

In line with your diversification plans, you may also need to consider your messaging. For example, the benefits of your products and services may differ for each market you operate in. In addition, the language and tone you use will need to be tailored to each audience you target.

- Review your messaging to ensure it reflects your new proposition.
- Consider what your audience needs from you - what product and services benefits matter most to your new audiences? What are your USPs? What expertise can you offer this market?
- It is important to consider your brand. A name, logo or visual style can be suitable for one audience but not another and you may need to rebrand or reposition your products and services.
- Consider the most relevant language and tone of voice for your new market. For example, if you are diversifying into international markets, it is important to take cultural considerations into account and ensure your messaging and content is translated to the language of each market you operate in.
- Ensure you update all your marketing channels and collateral with your new key messaging.
- Provide your staff with a communications toolkit to ensure your messaging is used consistently across all marketing channels and customer touchpoints.



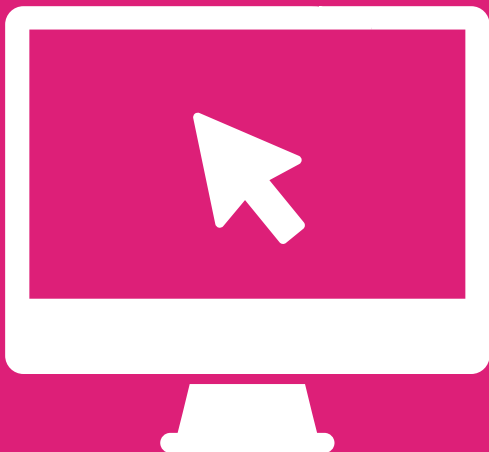
“As you enter new markets, you need to update your key messaging.”

Re-energise your website. Ensure it connects with new audiences.

Your target audience will engage and research online, so it is important to ensure your company has a prominent digital presence. Your website is your 'digital shop window' and must clearly represent your offering, expertise and USPs.

In addition, your website is a key point of interaction for both customers and prospects, and it is therefore important to consider not only the content but also the visitor journey and user experience of your site.

- Ensure your updated proposition and messaging is portrayed on your website.
- Ensure new products and services are reflected in both the content and structure of your website.
- Consider the best approach to updating your digital channels. This may be creating a microsite, or it may be adding new pages and sections to your current website, in which case it is important to remember to update the website navigation.
- For international markets it is important to consider if you need to create microsites tailored to your markets or offer translated versions of your current website.
- Visually engaging landing pages can enhance your marketing campaigns - consider creating these for your new products or services.
- Promote and demonstrate your market experience through content marketing, statistics, key messaging, and client testimonials.
- Optimise your content with relevant keywords and search terms to enhance your ranking and help your target audience find you.



“It is important to ensure your company has a prominent digital presence.”

Re-shape your social media. Drive engagement with different audiences.

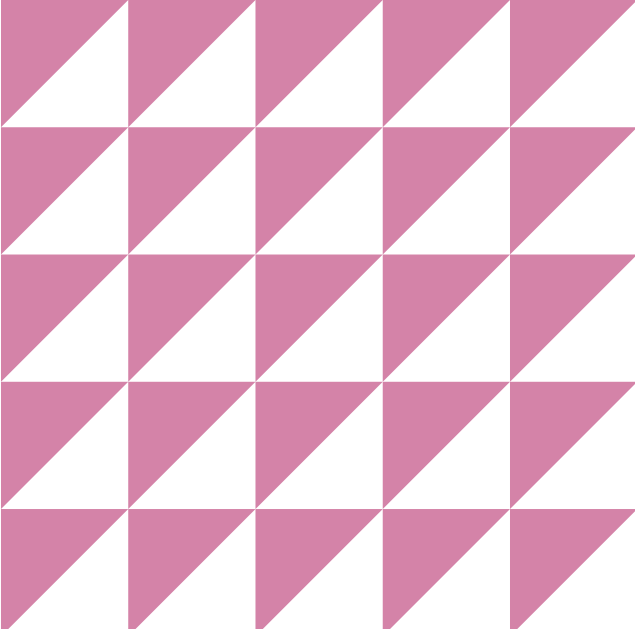
Social media is a powerful marketing tactic and sharing relevant and interesting content can create engagement with your company. For social media to be most impactful, it is important to understand where your new target audience is most likely to engage with you - this should be informed by your market research.

- Your research should identify the most suitable social media channels for your audience - where appropriate, create new social media profiles or utilise new social channels. It is also important to ensure your current profiles incorporate your updated messaging.
- Consider creating a LinkedIn Showcase Page - this is an extension of your LinkedIn Page, which can spotlight individual brands, divisions and initiatives.
- LinkedIn is an important tool for both sales and marketing, so it is important to ensure your sales, business development and marketing teams are on LinkedIn and have the tools and training they need to best use it.
- Create new infographics, visuals and content to reflect your updated offering and market expertise.
- Consider how to best reach and engage with your target audience. This should include analysing which hashtags to use, what content themes engage your audience and which specific LinkedIn groups are popular with your target audience.
- Follow and engage with industry leaders and publications.
- Do not forget to react to and comment on sector news - this shows you are engaged and interacting with the industry.



“Create new social media profiles or utilise new social channels.”





Raise your profile in the press. Use Public Relations (PR) to build credibility in new markets.

“It is vitally important to establish your company in target markets.”

It is vitally important to establish your company in target markets. Not only can PR help you launch your company into new markets, but ongoing and relevant PR can also help you build and maintain your brand profile.

- Analyse your target markets - research where prospects get their news, what trade publications and journalists are prominent in their sectors and what topics are trending in their industries. This information, alongside publications from your region, should be used to create a media list.
- Create a press pack - a reference document for journalists - which utilises your new key messaging or update your current press pack to reflect your modified proposition.
- Create a PR plan which will help you meet your objectives and engage with your target audiences.
- Review feature and comment opportunities in the press and build these into your PR plan.
- Define your KPIs and continually evaluate the success of your PR.



Get creative. Ensure your marketing collateral hits the right note.

Marketing collateral and resources are important tools and can support your teams with their direct selling efforts. As you diversify, it is important that your marketing collateral and sales tools reflect your offer, updated proposition and expertise within your new market.

- Create marketing collateral such as company brochures, flyers and data sheets which portray your new offer. It is also important to ensure your team, partners and distributors have access to these materials.
- Convert marketing collateral into PDFs for email or make them downloadable via your website. High quality digital collateral can engage your prospects and can be utilised across all digital channels and correspondence.
- For international diversification, it is important that your collateral is available in the language used in your target markets.
- Ensure you have a visual sales presentation which demonstrates your USPs and brand story, aligns with your prospects' needs and ends with a strong call to action.
- Create a suite of engaging content which will resonate with your audience, and which demonstrates your expertise and product benefits.
- Create a suite of dynamic and interactive content such as infographics, animations and videos.

“As you diversify, it is important that your marketing collateral and sales tools reflect your offer.”

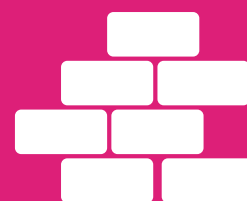
Build your networks. Get closer to your target markets.

Trade networks and industry bodies provide quick routes to new markets and will help you to establish your profile in target sectors. They also provide you with a great opportunity to improve your industry knowledge and engage with sector professionals.

To get the best out of your memberships, it is important that you truly understand your networks and their members. Researching network members, the industry landscape and sector trends can help to reshape your sales and networking approach, as well as honing your elevator pitch.

- Attend virtual events held by network organisations - do not forget to promote your attendance in advance!
- Create member to member offers to drive further engagement and interest in your business.
- Research network member companies - use your mutual memberships and industry connections as platforms for engagement.
- Take the time to connect with members and utilise any member to member introduction opportunities offered by networks.
- Utilise the communication channels available through your networks. Where possible, share your company news, offers and case studies.

“In-depth market research is integral to your diversification strategy.”



Get your team on board. Take them with you on your business journey.

Your employees are advocates of your business and are often a main touchpoint for your customers. It is therefore critical to the success of your market diversification that they are fully bought in to your strategy.

It is also important that your stakeholders understand your objectives and approach - and their roles and responsibilities - from the outset. This will allow them to truly champion, support and deliver your diversification strategy.

- Engage your teams - your employees are more likely to buy-in to market diversification if they are involved in the dialogue.
- Gather insight and feedback - your employees can provide invaluable insights to help shape your strategy and can gather feedback from your customers.
- Ensure your teams have the tools, guidelines, and marketing collateral they need to deliver and support your diversification strategy.

Summary

There are many reasons why you may wish to diversify and there are different approaches and strategies you can employ to make it a success.

But whatever route you take, it is important to ensure you have the right marketing strategy and tools in place to ensure diversification generates the right results for your business.

“Your employees are more likely to buy-in to market diversification if they are involved in the dialogue.”





Martel Instruments - Case Study

Background

Martel Instruments is a thermal printer manufacturer based in Durham. In 2019, the company wanted to launch its new revolutionary data collection technology, VIDA, into the market.

VIDA is a compact and easy to use technology to be used in laboratories and is the first product of its kind. A product for a global market, VIDA improves data collection methods in labs within scientific and research projects.

Horizon Works was appointed to create a campaign to launch VIDA into international markets, as well as give the Martel Instruments team the tools they needed to promote VIDA to laboratories worldwide.

Our Approach

We worked closely with the team at Martel Instruments to understand its new technology product. It was important to research and establish target markets and USPs to appropriately launch VIDA into the international marketplace.

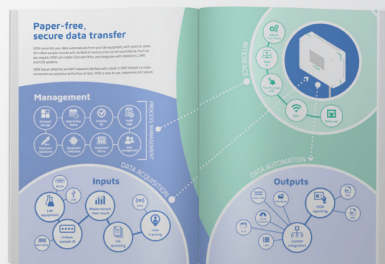
To do this, we undertook market research to identify the best channels to market and developed a launch campaign. We also refreshed VIDA's visual style and produced new key messaging, translating the complexities of VIDA into messaging which would better reflected its USPs and benefits and would resonate with the desired target markets.

Outcome

Martel Instruments successfully launched VIDA and immediately had uptake of its trials within Teesside University, which then extended to other labs throughout the UK. Since launching, VIDA passed an essential certificate needed for launch in the US marketplace. For this market, we created additional promotional materials including press pieces and email marketing templates.

We updated all existing promotional materials and created new items that could be used at VIDA's global events, including banner stands, a brochure, social media infographics and a demonstration video.

Acting as an extension to Martel Instruments' team, Horizon Works then transitioned to a retainer relationship with the company. We provide a range of ongoing marketing support including content marketing, PR, social media and digital consultancy. In addition, Horizon Works is working on the creation of a new website for VIDA.



“We've worked with Horizon Works for some time and it's been great to partner with a marketing company who truly understood our vision for Vida. The team initially spent time with us to create an understanding not only of Vida, but also us as a company. We've now decided to implement a website solely for Vida, and the guidance and help from Horizon Works has been terrific in helping us through the process.”

Joanne Hockaday,
VIDA Commercial Manager



snapshot360

The **B2B** Marketing Diagnostic

Snapshot360 is our free online diagnostic which reviews your marketing in minutes.

It measures your marketing strategy and focus, brand and market awareness, client relationships and experience, tactics, implementation and how you review results.

On completion you will be emailed a report outlining your scores in each of these areas and advice and tips on improvements.

What will Snapshot360 measure?



Market Focus and Direction



Brand Awareness



Market Awareness



Client Experience

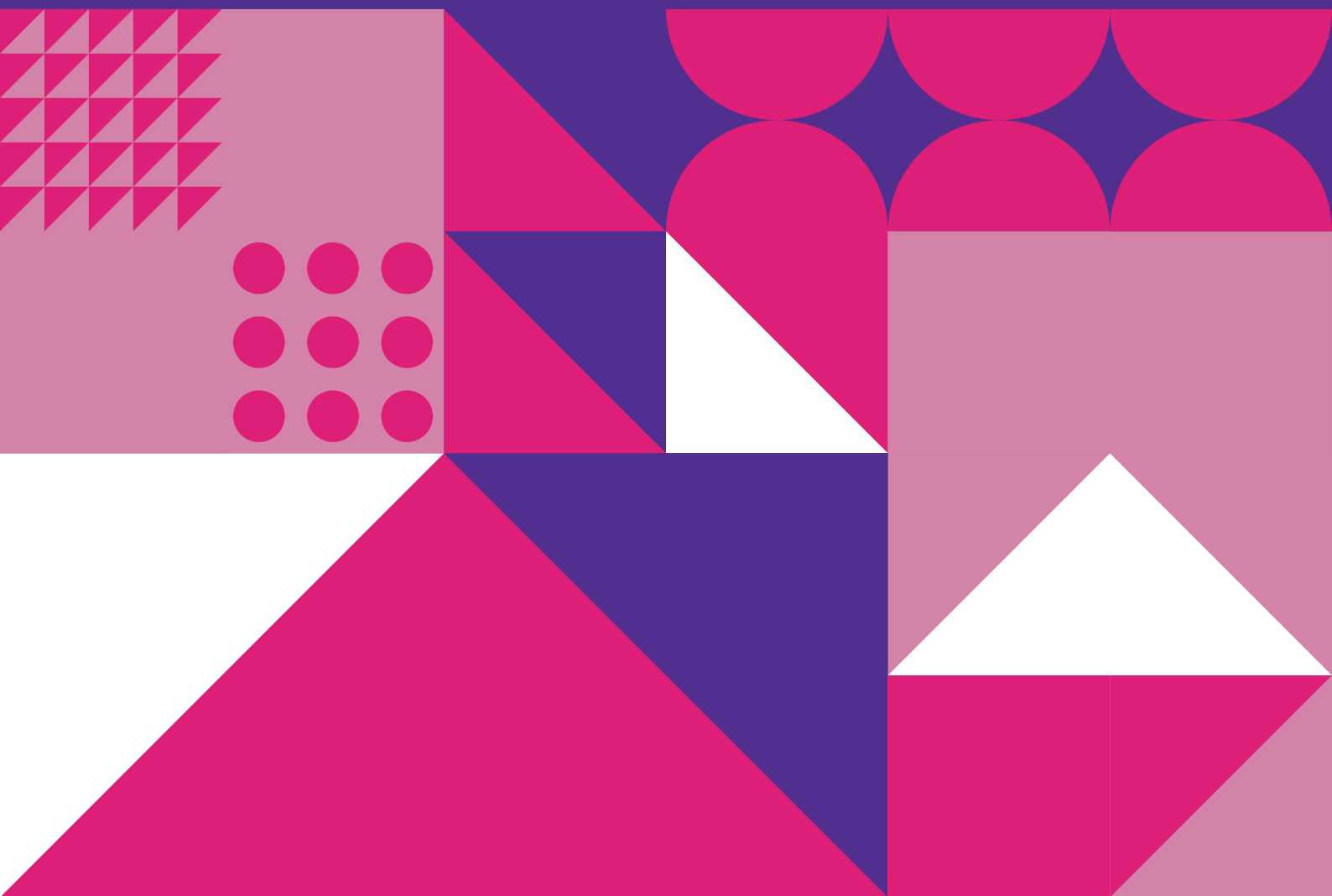


Market Implementation



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