



BEER MAT MENTORING MEETING NOTES

(13) Marketing strategy

The best piece of advice I've been given was "*Do one audacious new thing every year*". One thing that pushes you out of your comfort zone. The most common reflection of older people is that they wished they had taken more risks. My audacious new things have included setting up a business in Palestine (success) and attempting to save the taxpayer from HS2 (fail).

What is your audacious development plan for 2017?

There are four possible strategies. Some will recognise this as the Ansoff Matrix, just about the only bit of marketing theory I have actually used.

Four strategies

- **Market Penetration:** sell more of your existing products or services to existing customers. Think about who is buying and why. Are there distinct groups of customers? Can you sell more effectively by targeting each of these groups in a different way, giving each group a different, more focussed message?
- **Product Development:** sell new products to existing customers. You have great customers who really like you. What else can you sell to them? Do they have any related needs you can meet, increasing sales per customer?
- **Market Development:** sell existing products to a completely different group of customers. You have great products. Can you sell them to new customer groups? If you sell mainly to families, can you sell a couples version outside the school holidays? Can you sell to horse-lovers and well as dog-lovers? Can you export?
- **Diversification:** develop new products to sell to new markets. This can be risky but it's often the basis for farm diversification, using the land resource as a starting point.

Of course these can be combined, for example, creating a premium version of your offering for a new upmarket segment.

Hideaway wives

A good example of all the above is The Hideaway Experience near Dundee. Caroline Millar and her husband Ross decided to diversify their 650 acre mixed arable farm and farm tourists as well. After researching the market they set up three luxury hideaways on their farm. They created packages for similar but distinct market segments: couples on honeymoon, or wanting a romantic weekend, or wanting to escape the kids. Caroline added some additional options such as food and drink, and full body massages. Along the way, she stumbled on a new customer group: wealthy Middle Eastern gentlemen. The bonus was that they were obliged to treat their wives fairly so a weekend with one required a weekend with the other(s): useful repeat business!

What audacious new thing will you attempt this coming year?

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