

## How?

*Use a Different, Disciplined Process.*

**Focus Marketing (turnaround for entrepreneurial growth)**



Focus Marketing ~ 3 Critical Factors

1. Leadership Modeling & Mentoring.
2. Strategic Clarity. Paint a Picture of Potential.
3. Results. Achieved Exit Strategy.

### How Do We Do It?

1. Leadership Modeling & Mentoring.
  - a. In 2005, we presented a business plan to become SYSCO's premier custom menu design agency. SYSCO became a 25% partner.
  - b. Focus grew and evolved, and then in 2009 the custom menu space vanished. Gone.
  - c. While contributing to the new direction (templates vs. custom), by 2011, I stepped in as Chief Operating Officer.

## 2. Strategic Clarity. Paint a Picture of Potential.

- a. Putting the pieces together, we connected the dots of a 12 point integration plan to become SYSCO's restaurateur menu marketing agency (brand themed menus, brand marketing campaigns, and brand enhancing product velocity).
- b. We brainstormed, and the At Your Service {AYS} platform was conceived.
- c. A rigorous and engaging 30 minute restaurateur strategic menu plan was launched.

## 3. Results. Achieved Strategy.

- a. SYSCO began prospecting using the {AYS} tool, and closing with prospects was > 80% as compared to < 20% without the tool.
- b. Because SYSCO saw this increased sales by 15%, they could see the benefits of scaling the AYS platform.
- c. SYSCO acquired Focus Marketing in the fall 2013, and is scaling the platform successfully.

## **How the Process Works.**

### 1. Observe.

- a. Clear out those just taking up space. When we were required to take a different tack and move to template menus, it required the development of software which would capture a restaurateur's imagination and participation. I saw evidence that customers, professional advisors and staff were not aligned.
- b. A clean sheet and green light was given to develop an integrated menu vision. The vision was to be make a simple menu template, scalable, meaningful and relevant to SYSCO... or you perish.

c. Clarity. Cash is like oxygen. No cash flow, no mission. We had the first two prerequisites taken care of, get clear and get clean. We drew up a compelling, evidence based short story on the disruption we were observing in the menu space.

## 2. Examine

a. Senses – use them. What is a wicked specification? It is a spec that measures the WOW factor during the 30 minute restaurateur strategy plan. Did you unquestionably elicit and captivate the restaurateur’s attention?

b. Synthesize & See.

i. Analyze. Break apart...and put the pieces together.

ii. We broke the 30 minute strategy plan into 3 segments.

1. Surprise and evoke spirit of the restaurateur.

a. Ask about the story of “their” restaurant.

b. Give them a “sneak peek” of 3 sample menus.

2. Concrete strategy nuggets (3) that work and creditable evidence of observed monthly financial improvement.

3. Simple. Like an eye exam, they participate what they want to see. And in 30 minutes, the essence of their menu evolves in front of their eyes.

## 3. Incubate

a. Connect

i. Because the customer expectations intake process was developed over hundreds of interviews, the process captured both the head & heart component of the restaurateur.

b. Collaborate

- i. The process was developed with a combination of onsite customer (SYSCO) and consumer (restaurateur) visits as well as live online exchanges. Many times we deployed an observer whose only job was to document what the customer/consumer was feeling during the visit.

c. Change

- i. The last step. When all first 8 steps are alive & well; we observed 99% of the time, the consumer was captivated during the 30 minute Strategy Plan. This positive flow remained consistent throughout the project.