HOW TO BUILD A

MARKETING STRATEGY FOR GOVERNMENT CONTRACTORS





A BIT ABOUT US...



Flourish is a woman-owned marketing agency that puts your growth strategy at the forefront of everything we do. With more than 50 years' of industry experience, we develop strategic plans that align against your growth goals and execute them on your behalf - with success-driven metrics and KPIs woven throughout.

Consumers are searching for a feeling just as much as they are searching for a product or service. In this connected age, your brand and how you position yourself will either push you forward, or be your biggest obstacle. We can help you level up your efforts and thrive beyond imagination.



... AND OUR CLIENT-PARTNER

staffing, integrated logistics support. and technical, engineering and consulting services.





WELCOME

It is often said that consistency, persistence, and patience are the keys to an effective marketing strategy. No doubt these factors play a prominent role in your success.

A bigger challenge may arise in the government contracting industry when trying to differentiate your business to stand out when bidding on new contracts.

When applied with focus and purpose, a well-planned marketing strategy will yield positive results, and will make a substantial contribution to driving your company's growth.

In this White Paper we will discuss the six key objectives for developing a successful marketing strategy, with a tailored approach for those looking to secure contracts through the Federal Government and DoD.





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INTRODUCTION

What is the number one reason why companies fail at their marketing efforts, and fall short of achieving their desired results? It is without a doubt the lack of a comprehensive marketing strategy. As Benjamin Franklin once famously said, "If You Fail to Plan, You Are Planning to Fail".

In business, if you don't have a plan in place, it will be a difficult challenge to achieve the growth goals you've set—whether it's about becoming an employer of choice, doubling your revenue, or getting new business with an agency that you haven't worked with in the past.

The purpose of this white paper is to give you important insights into the key objectives of a successful marketing strategy. We're going to walk through what your marketing strategy might look like, so you can understand how to implement it for your business. It's important to note that before you spend any money on marketing your business, you've got to invest your time upfront in building out a strategy.

DEVELOPING A STRATEGYBefore spending your money, spend some time to plan

Before walking you through the steps that play a critical part in any marketing strategy, it's important to note that your planning document need not be a multi-chapter opus. Nor does it have to be inordinately complex to be effective. We understand that many small business owners may not have the dedicated resources to produce a highly detailed guide that covers every contingency. What is important to keep in mind is that your business marketing strategy is something that is fluid, and that it will constantly evolve.

Let's first talk about investing the time to develop a strategy that is based on a few core areas where you should get your team to focus on ... These are Core Objectives, Competitive Landscape, Audience Targets, Platform, Budget & Tactics.



Finding the answers to these questions will help provide you with some clarity as to where you need to apply your efforts. Once you've completed your research and you've clarified what your objectives are, you'll have a system in place that can effectively measure the results of your work, and you can feel confident that the money and resources that you'll be investing are well spent. Conversely, if any company approaches you trying to sell marketing services and they don't walk you through most of these steps as part of their sales offer, turn the other way and run. You will have gained enough experience in the process to recognize this as a red flag. Without adequately addressing these core topics, you're risking your marketing investment.

KEY OBJECTIVES

With key objectives, you need to really ask yourself, "What are you trying to achieve? What are your goals and where do you want your business, your project, or your initiative to be in six months, twelve months, or five years down the road?" If you're a solo entrepreneur, this evaluation will be up to you. If you work for an organization or a small government contracting firm, this should come from your key decision-makers. It's important to make sure that you get the right people in the room to really understand what this looks like. Be very specific with your questions. For example, rather than engaging in a vague outcome such as, "Okay, I need to increase my presence on LinkedIn", challenge yourself and say, "I want to be able to reach \$1 million in revenue by 2026", or "I want to branch into a new agency that I have an established business in, or build an existing agency relationship that I have."

Below are a few examples of what that might look like for your particular business. One of the things that we've seen a lot of within the government contracting space—especially with some of our larger clients—is their focus on employee retention and support, as well as becoming an employer of choice within your respected industry. Don't think that is not a marketing role... it absolutely is. Rather, think in the longer term, of where you want some of those larger-scale goals to take you.

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"Whether you're a solo entrepreneur or business owner, it's extremely important to have a realistic view on the current status of your business. You need to know where you want to go—both in the near and long term—because that's going to define everything for you that comes after."

Once you've defined what your key objectives should be, make sure that your entire leadership team is made aware, that they understand their significance, and that they promote them as much as possible. You've got to have a 'one-boat' culture, where is everyone is rowing in the same direction. I can't emphasize this enough... you've got to assure that everybody on your team thoroughly understands the company's core objectives—that way they can align and prioritize their efforts with those of the organization. This is crucial to the success of any business, regardless of size.



HERE ARE A FEW EXAMPLES OF KEY OBJECTIVES

- Increase revenue YoY by 15%, which equates to 500K in new revenue
- Become the employer of choice within your respective industry
- Develop a strong pipeline of potential teaming partners that expand business development opportunities

COMPETITION

Now that you've established your team's objectives, you need to know who your competition is. Who are you competing against in your market space? What makes you different? What organizations are comparable to you in size and capability offering? How much are they charging for their services? Can they do things more effectively? Do they respond faster? Are their products/services priced lower? These are critical metrics of your business that you need to understand, so you can position your 'why' and clarify what your value proposition is. If you don't know who you're going up against, how will you be able to differentiate your business and its products/services from your competitors? It's extremely important that you lay that out and determine how to differentiate yourself. A marketing term that comes to mind to describe this situation is 'competitive SWOT', meaning 'let's take a look at our strengths, our weaknesses, our opportunities and our threats.' Not only should you do that across the competitive landscape, but you also want to apply that analysis to yourself. That way, you can best determine how to position yourself around those qualities.



WHO'S YOUR COMPETITION?

- · Who else is offering your product or service?
- You need to know who you're up against and WHY your product or service is more beneficial to your audience.
- Telling your brand story and reinforcing your value proposition is key to promoting your team.

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"Differentiating your business... is critical because a lot of companies (within a market segment) tend to look the same, especially when you're talking to service-based offerings. Being able to tell that story is not only going to help you with the marketing aspect, but also in sales, business development, and proposals.

Open-source information gathering is crucially important. People and companies love to highlight their accomplishments, so why not engage and learn more about how they operate, what their goals are and so on. This is not as nefarious as it may sound, since you could find yourself one day partnering with them to bid on a key contract."

To differentiate yourself, you must know what your competition is doing and what they're saying. Think about how they're positioning themselves as an employer, on social media, and what their web presence is. Look at how in the defense industry they're represented on some of the government contracting sites, and what keywords they're using. Look beyond just capability and service offerings and see what they're doing within the community. Most successful organizations use community engagement as an essential tool for developing brand awareness. It's a proven method of getting your brand out there in the public space, and it delivers long-term benefits.

Follow some of your competitors on social media—namely LinkedIn. It's a great way to stay on top of company news, new contracts, and personnel changes.

YOUR TARGET AUDIENCE

Once you've established your core objectives and you've identified who your competitors are, you need to understand who your target audience is. This may seem like the next obvious element of the equation, but if you really don't have a clear understanding of who it is that you're going after, how are you ever going to determine how to market to them? Do some research to find the top two or three agencies that you're trying to target. Who is buying what you're trying to sell? If you're trying to tap into a larger agency with whom you haven't done business before, you could explore the possibility of bidding on smaller projects that best align with your strengths—just to get your foot in the door. This would also be a good time to gather insights into the key demographics of who it is that you're trying to influence. That will help you determine what type of content might resonate most with them, whether it's on LinkedIn or some other online source. And don't forget about traditional methods like networking at trade events. It's a powerful tool that sometimes gets overlooked.

What recent developments are occurring within your own industry? Make sure that you stay up to speed on what's happening in your market. Remember, being fluid within your organization and quickly adapting to change will enable you to remain a competitive player in your field. Staying informed will give you the tools to know what's coming down the pipeline within your market space. This will guide your organization and allow it to better position itself.



WHO'S YOUR TARGET?

- What are the top agencies you're trying to target? Who's buying what you're selling?
- · What are the target demographics?
- · Interview and understand your clients.
- Plan ahead and ensure a continued pipeline.
- · Network and know your environment.

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"I can't emphasize enough what it means to not only know your market but to also know how it functions. The government publishes many free resources that are available to contractors, vendors and OEMs to help them research contracts, track money, and investigate the budgeting process. This helps you determine your current target market, as well as your future target five years from now when a contract ends. Being aware of how your target market operates helps you read the political landscape and determine where future funding sources will be coming from."



YOUR PLATFORM

Now that you've determined who your audience is and what some of your strategies will be to attract them, it's time to look at what tactics are available to you to optimize your success. Let's start with your platform. What do we mean when we say 'platform'? In the government contracting world, it's much more than just social media: trade publications, blogs, podcasts, online news sources...anywhere industry insiders are talking about new contract bids, awarded contracts, and other trade news. Doing a bit of research will reveal where your audience consumes most of their information. You need to keep yourself informed and be able to anticipate how they make their buying decisions. What really matters to them most? Are they looking for organizations that have expertise in a very particular field? Finding answers to these questions will help you define your market niche. Knowing how to reach them and where to reach them is key.

Be selective with your digital marketing efforts

There are dozens of social media platforms out there. It doesn't mean that you should use them all. The best criteria for deciding what digital marketing channels to use are your budget, your team resources, and the type of products and services you offer. You need to be disciplined and choose your area of focus, and then stick with it when you execute your strategy. If you're unable to do this—for whatever reason—it's better to not do it at all. A bad representation on your LinkedIn business page can do more harm than good. Determine where your audience is and put your resources there, before branching out into other platforms.

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"In the government contracting world, both traditional and current digital marketing methods can be effective. In the social media space, LinkedIn is a critical aspect of our business at IS Solutions. It's the Facebook/Instagram/Twitter for business entities. Whenever we're approached by a new company for a potential partnership or a business opportunity, LinkedIn will always be one of the first places we check as part of the initial vetting process, as it gives us insights into how they use the platform to market themselves. If we see that they don't have an active LinkedIn presence,it tells us that they may not be serious about their branding and marketing strategy. Their viability as a serious business entity hinges on how their digital footprint integrates with their traditional, time-honored business development activities and sales work—meeting customers, going to conferences/trade shows, sitting on boards and more"



WHAT'S YOUR PLATFORM?

- Where does your target audience consume information?
- What mediums are they influenced by, and how do they make their buying decisions?
- Your website, LinkedIn, social media, networking/BD
- GovShop is free to showcase your business, and has one of the largest SERP databases for government contracts

YOUR BUDGET

Once your core objectives are in place, you need to calculate your marketing budget. According to the Small Business Administration recommendations, anywhere from 10 to 12% of your overall gross revenue should be allocated to marketing.

For the B2C industry, you would typically look at the Customer Acquisition Cost (CAC). How much does it cost to acquire a new customer? Just as importantly, what are you comfortable with losing? These are the metrics that should help influence your marketing budget. Marketing in the B2C space is all about lead nurturing and cultivation, not overnight success. That's just not how it's designed. At Flourish, we never tell our customers that if you invest today, you will see a return on your investment (ROI) tomorrow. Avoid vendors who promise you immediate results at all costs. As an effective marketer, you've got to plant that seed, build that strong foundation, and assure that you consistently implement the tactics that will cost-effectively deliver positive results for your client that are measurable.



WHAT'S YOUR BUDGET?

- How much are you willing to invest in targeting potential new customers?
- What is your Customer Acquisition Cost?
- What are you comfortable with losing?
- The U.S. Small Business Administration recommends 7 to 8% of your gross revenue for marketing and advertising if you're doing less than \$5 million a year in sales and your net profit margin is in the 10-12% range.



WHAT'S YOUR BUDGET?

- The benefits of working with a dedicated marketing firm versus hiring a front office supervisor (FOS) are revealing. A marketing team:
 - a) is 100% dedicated to executing your strategy
 - b) is specifically trained in areas to help elevate your brand
 - offers more innovative techniques in monitoring your ROI, for less overhead.

Let's assume that you've decided that you can't afford a marketing agency, so instead, you decide to hire an office coordinator or front office supervisor. You bring in somebody with a couple of years' experience.

Assuming this new employee's salary is typical of the industry average, you're looking at about \$70K once all of the overhead and benefits and training are taken into account. In another scenario, you hire a person with marketing experience, or someone right out of college with a major in marketing. Either way, there will still be additional costs—even for the new hire who has the experience—as it's unlikely that they would possess all the skills required for this position right out of the box.

If you're a small business, it's likely that this new hire will be asked to handle a variety of tasks that is much broader than their primary marketing responsibilities. That means that they're not going to be 100% focused on your growth goals, nor are they going to have the expertise in the areas that you require. If you hire a marketing firm with the same budget, you'll get a team that's 100% dedicated to executing your strategy, and each member will be highly skilled in what they do. An example of this from Flourish is an individual on our team who's done nothing but television and video work. Rather than outsource your video production work or try to figure it out yourself and risk damaging your brand, we have a specialist who will produce top-quality content for you.

YOUR BUDGET

Another example of leveraging the expertise of professional marketing services is in tradeshow booths, material procurement and support. An agency that has dealt in that arena extensively would likely know how to negotiate the purchase (or leasing) of show materials on your behalf at discounted prices. Discounts, bulk pricing, and sourcing hard-to-find components on short notice are going to end up saving you money. Once you realize the advantages of outsourcing in this manner—and how it affects your budget, you can then pivot to your tactics. Going through this exercise will help you determine where to direct your efforts.

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"JS Solutions is a company of logisticians, technicians, engineers, and business analysts. We're not marketing experts. Bringing in solid professionals like Flourish who understand the market, understand how to market to that market, and how to work with its clients in a dedicated manner is important. We have a Flourish account representative who works with us on a daily basis and has helped us in every possible way from social media to branding, even down to the minutia of quoting signs for our new office. Navigating through marketing minefields is much easier when working with dedicated professionals."

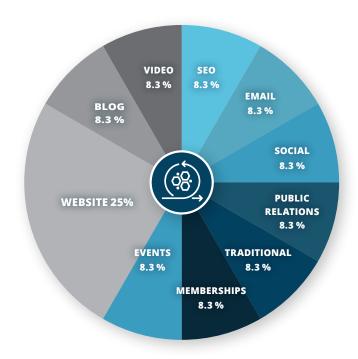


LAY OUT YOUR MARKETING TACTICS

Your website, email, social media, blogs, industry events, public relations...it's time to discuss marketing tactics. (please refer to the pie chart infographic... right)

Some caveats: keep in mind that your tactics will vary based on the prospects that you're going after. Also, throughout this process, it's important to understand that your branding should permeate all the aspects of your tactical toolbox. Home in on the value that you provide, and make sure that you tell your company's story effectively and succinctly. If it's going to take more than 15 seconds to explain what it is that you do then you need to simplify your message. You can't make your customers 'burn calories' trying to figure out how they can benefit from your services.

Let's describe a scenario involving our client-partner JS Solutions that demonstrates how public relations plays an important role in building their marketing strategy. (This is a hypothetical situation, but very representative of the nature of our collaboration with them over the years.) A story breaks on the newswire relative to cyber security within the government contracting industry. Since Flourish Consulting Services has well-established relationships with public relations firms and media outlets, we'll be tracking stories that fall within the relevant keywords that align with our clients. As soon as the story breaks, we are able to pitch our client as a source who can help comment on that story. This gives JS Solutions organic recognition in the news media. It may also put them in front of an industry influencer who's talking about the space relative to your core capability set. That's a great example of how public relations can lend credibility to your brand.



YOUT TACTICAL TOOLBOX

As mentioned earlier, traditional methods such as trade shows, networking events, business development mixers or meet-ups in your area can be a part of the mix if they are a good fit with the strengths of your business. Joining very specific memberships can bear fruit, provided the benefits of those memberships are utilized. What we often see is organizations joining membership associations, but then not taking advantage of the opportunities that they provide. If you're going to invest \$1,000 a year to be part of an organization, why not take advantage of what they have to offer... monthly breakfasts, a newsletter, or even a website where you can have your logo displayed. You can also contribute content that's relevant to your specific area, capabilities or service offering. There are a lot of different opportunities that membership-based associations can offer. Should you decide to pursue this option, discuss with one of the membership coordinators of those organizations to find out how you can best leverage your participation.

LAY OUT YOUR MARKETING TACTICS

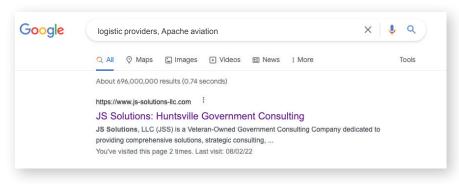
Of course, a website is essential. You want people to see that you are relevant and that you are an important voice in your industry. Prospects want to see proof of performance, and they want to look under the hood and get a peek at your company culture. If you go back to the employment element earlier in this report, you now know that potential employees will check out your company's social media, (LinkedIn, Facebook, Instagram, Twitter etc.) and visit your website. Make sure that your online presence is relevant and updated.

Do not dismiss Search Engine Optimization (SEO). People's eyes tend to glaze over when SEO and data analytics are mentioned, but they must be in the conversation when you're talking about the implementation of a customer pipeline. We also suggest creating a blog that publishes new content on a continual basis. It's a great way to be able to showcase your area of expertise. Other tools that can be used include publishing content such as LinkedIn articles, podcasts, videos, byline articles, industry publications, and publishing white papers. These are all key elements that can help strengthen your brand and establish your expertise in your industry.

"Our website is a great example of making use of all those levers to launch our marketing strategy into overdrive. It touches upon everything, from a basic overview to contracts, what services we offer, our corporate culture, and featurettes like 'JS serve'. We talk about our past and our future. We keep visitors updated with news releases, press releases, and contract announcements. In many ways it's a holistic view of who we are and what we are. Our website touches upon every other aspect of our marketing strategy. SEO helps us determine where our website visitors are coming from, and helps us optimize our search engine. For example, when keywords relative to our core products and services are entered in a Google search query, JS Solutions should appear on the first page of Google search."

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(1) Solutions



This screenshot for demonstration purposes only.

LET DATA ANALYTICS BE YOUR GUIDE

Once you implement your marketing tactics, you need to be able to measure them. How do you determine which actions yield the greatest return? Where are your customers coming from? What can you afford to lose? Is your website is working for you or against you?

This is where data analytics comes into the picture. If your organization plans on outsourcing its marketing to an agency, be aware that they should be transparent in providing the analytics behind what your dollars are going towards. All of your questions about website traffic—responses (clicks) to LinkedIn campaigns, the download of a particular white paper (based on a call-to-action), the number of visitors responding to a blog post, or viewers of a website—need to be measured and quantified for your team to be able to study in order to make informed decisions.

Data analytics will provide information on how many people are clicking through that blog and how many are sharing it out on social media. If you produce videos, you can see how many people watch them, how long they watch each one, and when they drop off. Knowing this will help you decide when it's time to refresh your content. If you do email marketing campaigns, you want to know the bounce rate versus the open rate, and how many people decide to unsubscribe. There's a variety of other things that you can track using data analytics, so if you're not using data in your decision-making process to help influence your marketing efforts, you're leaving a lot of money on the table. In following an omnichannel approach with your tactics, you'll have more success in reaching your target audience with your message when and where you need to. Implementing some of these tactics upfront is going to help you determine what garners the most interest.



DATA ANALYTICS

Blog

of views, clicks, engagements, shares

Video

of views, clicks, engagements, shares, watch time

SEO

Time spent on page, backlinks, bounce rates, site path, CTR

Email

of views, CTR, unsubscribes, engagements

Social media

of followers, engagements, shares, likes, clicks

Public Relations

of impressions, shares, news followers, engagements, reputation

Traditional

of impressions, readch, CTA

Memberships

of new partnerships/customers/referral sources

Events

of attendees, press pickup, # of new partnerships/leads

Website

Google Analytics is SO powerful

ANALYTICS AND A/B TESTING

Let's explore an example of A/B testing: you're launching a LinkedIn marketing campaign. You create a digital ad that is targeted towards a very specific demographic and audience. You run the exact same copy (text) in your ad, but you have two different images. One image (image A) would be a picture of an Apache helicopter, while the other image (image B) would be of a team around a conference table in business suits. You have the same ad copy, and you have the same call-to-action (let's say downloading a white paper or being taken to your website). Whatever it may be, it's important that you run them to the same audience at the same time. That allows us to determine which one is performing better since the only creative element that is different in the ad is the choice of image. If the helicopter gets a better response (higher click-through rate) from the audience, we'll make sure that we feature more photos that have equipment-based visual content as opposed to people in our next campaign. Keep in mind that there are a lot of variables that go into this process but that's just one aspect of how you can measure what performs better. As you go down this path, remind yourselves to focus on what you're good at, and outsource the rest.

With the implementation of your marketing, don't try to tackle everything. Just focus on what you're good at and outsource what you and your team are less proficient at. The best business decision is to know one's strengths and weaknesses, and act upon those realities accordingly. Surround yourself with people who are much better at doing certain things than you are. It's a more cost-effective business strategy, and frankly, it's also less stressful.

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"In our weekly meetings with the Flourish crew, we look at our analytics from LinkedIn visitors' activity and our website visitors' activity. We're able to correlate that to our real-world activities. For example, we recently attended a small business conference expo in Hunstville. It was our first time at that show, so we could only estimate what our ROI would be. The digital analytics provided by Flourish revealed that we had a great return on investment from a real-world event. Since then, we've had a flurry of new activity, a slew of new contacts, and new opportuni-ties out of this one show that we could have only hoped for beforehand. I would definitely credit data analytics as a driverin the success of this initiative. I can now confidently say that data analytics capability is one of the more important tools in a comprehensive digitalmarketing strategy."





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JS SOLUTIONS

JS Solutions, LLC (JSS) is a Veteran-Owned Engineering Services Company dedicated to providing comprehensive solutions, strategic consulting, and support services to Federal Government Agencies with the Department of Defense (DoD), prime contractors, and commercial organizations.

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