

SIMON BATCHELAR

Reframing Marketing

*A 3-step plan for effective and ethical marketing for
coaches, consultants and freelancers*

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Resources

The supporting templates for this book can be found at:

reframingmarketing.com

On my website you will find more content, guides and courses that expand on the ideas in this book. You can also find out how to work with Simon 1-2-1 and book them as a guest or speaker.

simonbatchelar.co.uk

Foreword - Why do we need to reframe marketing?

There is a common belief in marketing and advertising that the only or best way to ‘sell what you do’ is to use psychological manipulation. Selling people things they don’t need, tricking people into buying things they don’t want, supports and feeds a system of over-consumption, oppression and inequality.

Many unethical marketing practices have become normalised and accepted by consumers. By bombarding people with advertising and demanding their attention, people have become blind to the presence of advertising in many areas of life.

It’s nonsense and it doesn’t have to be this way. In this book I will explain why I think this and offer an alternative.

Current marketing thinking is a hangover from the industrial era, focused on grabbing attention, creating urgency and pushing for a sale. Most current business and media platforms (both online and offline) are based on this model. While there are signs of change, the norm is still to interrupt your attention with paid ads or make you pay to skip those ads.

Many of today’s household brands were originally built using manipulative advertising. Ethics didn’t matter – sales did. And as we know,

history is written by the winners, so we only hear about these ‘winning’ tactics.

This leads to the (false) idea that the only way to sell successfully is to manipulate.

There is an alternative: to market more ethically. Today, purchases are increasingly values-based, as consumers become more aware of the ethics of the brands they choose to buy. Slowly but surely, the age of mass surveillance advertising is coming to an end and the ethics of brands and how they are marketed is a critical factor in their success.

People are afraid to be the first to stop doing what they think is working for their competitors. After all, if your advertising works, you might make enough money to buy more advertising. The question people seem to be afraid to ask is, “What would happen if we stopped marketing like this?”

Your choice of marketing strategies and tactics is important. It’s about much more than what kind of ads to run. Like it or not, your marketing speaks volumes, both about what you’re selling and about you: your values, your principles, how you see and engage with the world, your brand.

Yes, the win-at-all-costs approach sounds tempting – it’s meant to be. There’s a lot of money to be made by convincing people that they need to ‘out-advertise’ the competition. The system relies on the fear that you need to buy more ads than your competitors or do a huge sale on Black Friday, leveraging the fear of missing out to avoid being left behind.

The problem is that this kind of ego-driven, bulldozer marketing is what got us where we are today. Desperately manipulating each other as we race towards disaster (environmental and otherwise).

Having worked in marketing for over 20 years, I know how easy it is to throw money at Google, Meta and the rest and hope that their ‘magic ad machine’ will produce the promised clients.

It’s not that this approach doesn’t work, it’s just that it perpetuates the world we have – and that’s not sustainable.

I believe the alternative is marketing that is more ethical. If we choose to make ethical choices in the way we live our lives and run our businesses, the large-scale change the world needs will be easier for everyone.

That sounds great, it also sounds difficult, and it is. Some of us can change, and it’s up to us to do it for those who can’t (yet). I’m less concerned with finding out who can and who can’t – I want to show you a path to change that you can take when you’re ready.

And yes, I know I’m coming from a very privileged position. We don’t all start from the same place and change is easier for me than for many others. The world is neither fair or equal – I hope we can do the work to change that, together.

I also know that there are many people who are willing and able to make a change, big or small. It all counts because individual change drives collective action.

There are a lot of areas that I don’t cover in this book. Not because they aren’t important but because they have been written about before or are still developing, and more importantly, they are not my conversations to represent. Instead, I am committed to making space for and actively seeking out conversations I might not otherwise have had or been involved in, to learn and listen.

I believe that marketing can and should be both effective and ethical.

The aim of this book is to offer my perspective and insights, sharing a 3-step process that will show you how to connect with new clients who are ready to work with you. Hopefully, this will inspire others to bring their own perspectives and conversations to the table.

The tide is turning in how people think about and approach marketing. Together we have an amazing opportunity to create a new and better way of engaging with our clients.

Terms used in this book

Audience: this is the wider group of people who you are addressing. Some of them know you, some of them don't. Anyone who will potentially see your marketing materials is in your audience.

Prospective clients: these are people who like what you do and the way you talk about it. They regularly engage with your content and are curious to find out more.

Client: this is someone who has said yes to working with you in some capacity. I also include in this people who buy a 'product' like a book or a course.

The work: this term is used to describe the activity involved in delivering the outcomes, insights or ideas that you promise to the client.

Paid ads or Ads: this refers to paid-for advertising, both online with Google, Meta, TikTok, etc. and in traditional media, like a newspaper or magazine.

These terms will become a lot clearer as we go through the book.

I

A fresh perspective on marketing

“Because marketing has been done to us for so long we take it for granted. Like the fish who doesn’t understand water, we fail to see what’s actually happening and don’t notice how it’s changing us.”

Seth Godin

1

Be yourself - and get paid for it

If you've picked up this book (or are looking at a preview online) because you're looking for a new approach to marketing yourself, then I think we have a lot in common.

You're in the right place.

If you see yourself as a coach, consultant, freelancer, solopreneur, thought leader or personal brand then this book is for you.

In it, I describe a 3-step plan for effective and ethical marketing. It will show you how to do what you do best, create the change you want to inspire, make or lead, and get paid for it.

Although marketing is simple, it's not always easy. That's why I'm sharing this manageable plan that avoids the worst aspects of marketing and offers an alternative perspective based on connection rather than manipulation.

I am not claiming that this book will make you a millionaire (unlike some others). I'm not here to make false promises or try to tell you what to do. I don't claim to be a 'marketing guru'. I see myself as a

guide who wants to share with you the insights I've gained from 20 years of running a marketing agency, and working with hundreds of people just like you.

If you're looking for a shortcut or a list of 10 things to do that will *guarantee* you more clients or money, then this is not the book for you. There are plenty of people out there who will make those promises, take your money and then explain why it's your fault it didn't work.

When it comes to marketing, I don't believe in tick-box lists or quick fixes that work for everyone, every time. Marketing is more personal than that.

My aim is to present an alternative way of marketing that allows you to find your own solutions, connect with new people, do your best work, and make a difference in the world.

I like to think of this book as a map showing a clear path, with some important waypoints marked en route. The actual path you take will be different from mine, and from everyone else reading this book. Where you start, how long it takes and exactly where you end up is up to you.

Whatever your starting point, the aim of this book is the same: to package your best work, take it to the people who will benefit most from it, and invite them to work with you in an ethical and effective way.

Are you willing to change?

Many of you will be reading this book because your marketing isn't working or doesn't feel right. I've been there too, so this isn't a judgement, it's an acknowledgement.

It's OK to realise that you're on the wrong track, or that you're a little lost, or even that you feel like giving up completely. I would bet that every person in business has felt this way at some point - I certainly have over the years - not many people talk about it.

If what you're doing isn't working, more of the same isn't the answer.

It's time to try something different, and that's what this book is about.

It's not a book of answers, it's not the only way, and it's certainly not the last word. It is an alternative perspective, based on my experience and learning, which I hope will inspire, motivate and empower you to make a difference in your world through your work.

Fair warning, though: the only way you are going to get different results is by doing things differently. This book will suggest some different ways of thinking, doing and being. There will be many invitations to try something new.

Be brave and try them.

After all, you picked up this book because you're open to alternative ideas, because you want to reframe your marketing.

So let's get started.

Marketing vs. advertising

Before we go any further, I'd like to make a distinction between marketing and advertising. Most people think of marketing as advertising - but they are different.

Marketing is part of your strategy to achieve a goal that you have set. Marketing is a collection of activities that you believe will get you closer to where you want to be.

Advertising is one tactic of marketing. Advertising comes in many formats and takes many forms.

So, advertising is part of a marketing strategy. From conversations with business owners, many of them think, and are regularly told, that advertising is the strategy. When in fact it is only one part of it.

What's wrong with marketing today?

Alice Karolina, the founder of The Ethical Move, summarised traditional marketing perfectly in one of her blog posts:

“By placing shame, fear, and fake needs into our minds every second of every day, psychological tactics are made to bypass our decision-making process — using our brains against us to make a profit.”¹

I don't want to dwell too long on the problems with marketing. Rather than spending time on the negatives, this book is all about the positive actions you can take. That said, I think it is useful to quickly look at some of the current issues so we can ensure we avoid them, or at least are aware of them when we start thinking about how you are going to market more ethically.

¹ Alice Karolina, The Big Picture of Ethical Marketing, Medium: <https://medium.com/the-ethical-move/the-big-picture-of-ethical-marketing-705eac9ee9e>

Demanding attention

Modern advertising is an interruption of what people actually want. The people you are trying to reach are increasingly wary, inundated and exhausted by it. When advertising works, the recipient rewards you with their attention - a price that fewer and fewer people are willing to pay. We each only have a limited amount of attention, and we choose where to focus it. People pay attention to things they're interested in. People don't generally appreciate having their attention hijacked.

Manipulation

This is what happens when you act from a position of power, with more knowledge and insight, to coerce or encourage people into doing something they regret. This often takes the form of generating false needs - convincing someone of something that is not true. Manipulation works through the creation or exaggeration of a fear of failure or loss. Often resulting in selling people things they don't need. This is what causes buyer's remorse.

Unnecessary pressure

Adding pressure to a decision is one of the most common techniques I see in marketing and sales. It often involves arbitrary deadlines, countdown timers or 'we've got someone else ready to buy' techniques. They are psychologically researched and often used with weaponised effectiveness. The question people are afraid to ask is: if you have to rely on manipulating someone into buying, are they a good client?

False scarcity

In many cases, there is a limited number or capacity that determines the availability of what you are selling. For example, 30 tickets for your event (with 30 seats). Where it becomes problematic is when people use false scarcity. For example, saying, “Only two places left,” when in fact there are many more. Sometimes the whole marketing campaign seems to be about selling the ‘last few places’!

Reciprocity

What is reciprocity? It’s defined as, “*the practice of exchanging things with others for mutual benefit.*”² What this means is that if you give someone something, they will in some way feel the need to give you something in return, or repay you in some way. This happens without conscious thought. It’s just the way they’re likely to feel: indebted to you. This may well be an unintended result of your actions. There are ways in which you can still give people something and minimise the reciprocity factor, and we will look at these later in the book.

Status and shame

Our perceived status is relative and there are different levels of status among our friends, family and community. There is your external status, how you are perceived by others, and your internal status, how you see yourself. Whether you like it or not, you care about your status, and you are always calculating your own status.

We are constantly looking at others to assess where we stand on the status scale. Not everyone wants to raise their status. Some do, but

² Wikipedia: [https://simple.wikipedia.org/wiki/Reciprocity_\(cultural_anthropology\)](https://simple.wikipedia.org/wiki/Reciprocity_(cultural_anthropology))

most people are happy where they are, they just don't want to move down too far. Others have been conditioned to believe that they are of a certain status and will fight to stay where they are. Some people use status against us in their marketing because they understand that deep down we care.

By making people angry and frustrated with their current status, you can get them to buy things they don't need. Even if they have enough, you can play on people's insecurities and make them want to earn more status for themselves. By creating and then exploiting 'false needs' such as fame, body image or perceived wealth, you can create a fear of shame while emphasising the allure of status.

Shame, a basic human emotion along with happiness and fear, is the status enforcer. When we are surrounded by people we perceive as having more status than we do, we feel shame. And people fear shame.

*"Shame undermines all of the things we seek to have. So to avoid shame, we make bad decisions, ones that honour marketers or those who seek to manipulate us, as opposed to doing what is best for us, and the people around us."*³

It is this link between status and shame that can motivate people to act, to buy. Status only works when it is enforced by shame.

It's not always out in the open, it's mostly in our heads, it's the story we tell ourselves about our work and how we're judged. Marketers know that status always works, all they have to do is highlight it and gently (and in some cases not so gently) remind us that we don't want to be 'low status', we don't want to experience shame.

³ AKIMBO podcast - Seth Godin - Status roles https://open.spotify.com/episode/2MClRZNlDFDqXmi32H21f7?si=OdznSupqQ_2BMXns_NWOWg

Luxury goods give people a way to publicly display their status, to impress others, and perhaps even to shame them. Online digital platforms give us virtual status in the form of vanity metrics such as followers, likes or views. The platforms trade off the constant shifting of status – some move up, others move down – and rely on status-related shame to create a hierarchy of rank and pecking order.

Is there another way?

It can feel like there's a lot of pressure to do your marketing a certain way. As James Clear says, "*Most days we'd rather be wrong with the crowd rather than right by ourselves.*"⁴ So, I offer an alternative way of thinking about and doing your marketing.

It's easier to choose an alternative way of marketing when it's just you. You are free to be creative and true to yourself because you don't have to satisfy the interests of investors and shareholders.

When you use a more ethical marketing strategy and tactics, you attract clients who are ready to work with you. When you're open about what you're offering and why, you're not trying to trick or pressure anyone into buying. This means that the work you do is much more likely to be effective and appreciated.

This is you making a difference. Without manipulation. That's what the world needs right now: more people who make a difference, who inspire, teach, motivate and change perspectives, as well as those who are forgiving, accepting, understanding and empathising.

⁴ James Clear, *Atomic Habits*, Random House Business Books 2018, 121

WHAT'S WRONG WITH MARKETING TODAY?

When you have that impact on one client, they are more likely to refer others to you, which leads to you having an impact on more people. And so the cycle continues and the impact grows and grows.

What's more, the people you work with may be inspired by you - to change their perspective, to look for ways to make a difference in the world. Your ethics and marketing lead by example and the ripples spread outwards, into society.

Earlier I mentioned people who are not yet ready to make the shift to more ethical marketing and behaviour. When others see an ethical stance working for you, it can be just the catalyst they need to take action themselves.

So let's make a difference.

5

What's a more ethical marketing alternative?

The three things clients want to know

Marketing has three core elements: *who*, *what* and *why*. These elements can be looked at from two perspectives: your perspective, as the person doing the marketing, and the client's perspective.

From the client's perspective, they want to know *who* are the kind of people you work with, *what* you work on with them, and *why* they can trust you to deliver.

Who

Firstly, clients want to understand if you work with people like them. Are you the kind of person who can help them? Are they in the right place? Are they talking to the right person?

They ask: "Who are you working with, are they people like me?"

What?

Next they want to understand what you do and whether it fits with what they're looking for. Are the problems you solve or the changes you help people make something they want to work on?

From the client's perspective, they need to feel they understand what you're doing before they can feel confident enough to believe it's right for them.

They ask: "Is this what I am looking for?"

Why

Finally, before they say yes, they're trying to determine if they feel ready to fully commit to the process and the work.

They ask: "Why should I trust this person to deliver on their promise?"

Your own perspective on the *who*, *what* and *why* of what you deliver may be different to that of the client- it's likely you know more than them. Part of marketing more ethically is showing empathy, and understanding that the client's perspective is important. Not simply trying to explain why they're wrong and how you can make it right.

As you work through this book, you'll answer these three questions that people ask and base their decisions on. In doing so, you will help prospective clients move through a 3-step journey of connecting, considering and committing.

Your perspective:

Connect

The first step is to connect with people. You want to help them link what they're feeling, thinking and doing now with what they want to feel, think and do in the future. This stage is about helping them to understand more about where they are now and to put into context where they want to be and why they want to be there.

This first stage creates a friendly tension - more like stretching a rubber band rather than a bungee jump. The tension you create here is: "I want to know more". It creates tension in the sense of wanting to know what is possible.

Consider

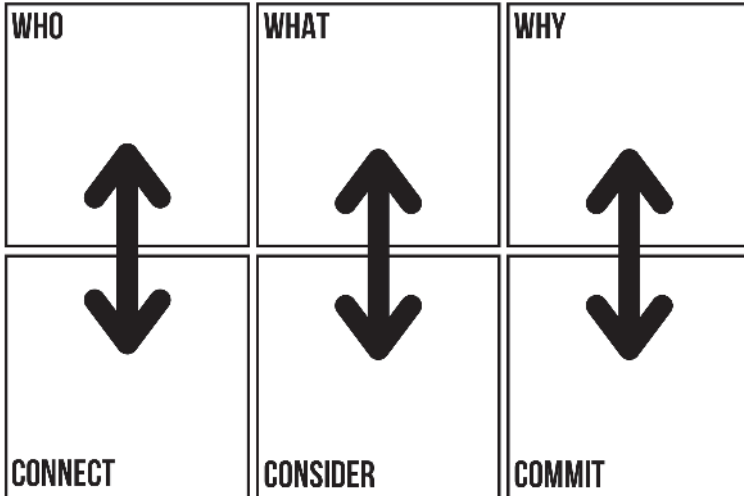
Next, you give those who want to learn more something to consider, releasing some of the tension you've built up. You show them how where they are now is connected to where they want to be, with a path in between that they can follow. You show them that there is an achievable path between these two places.

At any point, someone can decide it's not for them and drift away. That's the great thing about friendly tension: it motivates those who resonate with what you're offering. For those who don't, they're not trapped, deceived or manipulated - they're free to 'leave' and connect and consider elsewhere.

Commit

The final stage is to invite them to commit. This is where you offer to guide them through the process you outlined in the Consider stage. The change they can make with your guidance from where they are now to where they want to be. This is where you set out the promise you're making and make clear the commitment of time, energy and money needed to get there. Once someone has decided they're ready to commit, you make the first step as easy as possible and explain clearly what happens next.

In making this invitation, you're offering to release the tension completely.



Putting it all together

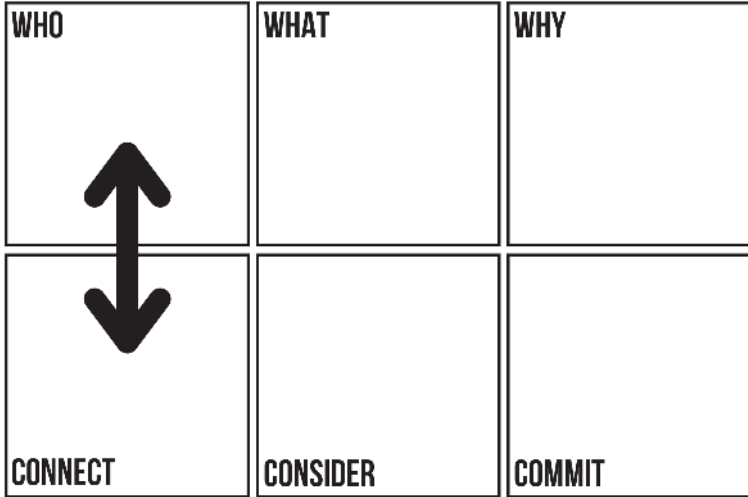
To answer the three things the client wants to understand - the *who*, *what* and *why* - your marketing should follow the connect, consider and commit structure.

There are some simple things you can do at each stage. We'll go into much more detail in the next few chapters. For now it's important to illustrate how marketing activities are used in this process.

When you take the three stages - Connect, Consider, Commit - and combine them with your *who*, *what* and *why*, you build a simple and effective 3-step marketing process⁵.

⁵ This process is inspired by Eugene Schwartz's 5 levels of awareness, from his book *Breakthrough Advertising* published in 1966. The 5 levels are explained in more detail in the appendix of this book if you want to learn more.

WHAT'S A MORE ETHICAL MARKETING ALTERNATIVE?



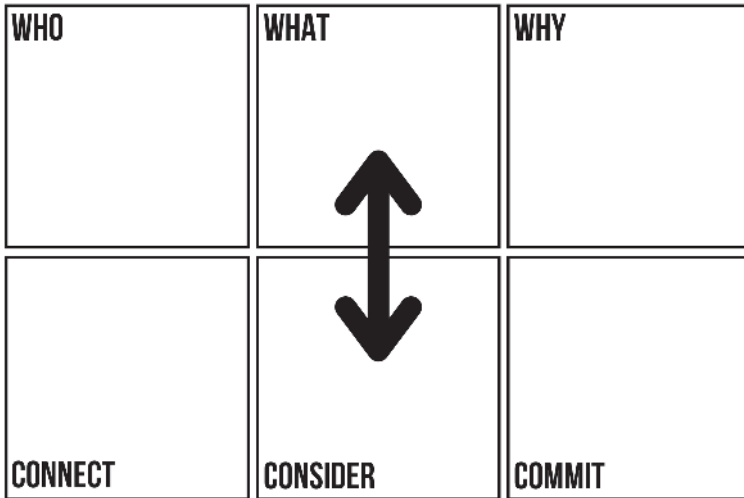
Who + Connect

This is where you identify your audience, the people whose attention you want to attract, and connect with them using empathy and authority, showing them what's possible.

The more clearly you articulate your *who*, the easier it is for people to connect because they will think, "That sounds like where I am right now." This will naturally create some tension as they begin to see an opportunity for change, and start to think about where they might end up. This tension will motivate them to discover more.

This stage lends itself well to social media, YouTube, podcasts and networking. It's simply about making connections, throwing out ideas, offering different perspectives on the narrative or challenging 'status quo' thinking. Your aim is to get people thinking, create that friendly

tension and point them in the direction of where they can find out more.



What + Consider

Once people have made the connection and want to know more, you can help them understand what they're looking for in greater depth.

This is where you show them that you understand where they are now and that what you deliver links them to where they want to be. Maybe they want to make a change, do something differently, start doing something new or stop doing something. You can help them

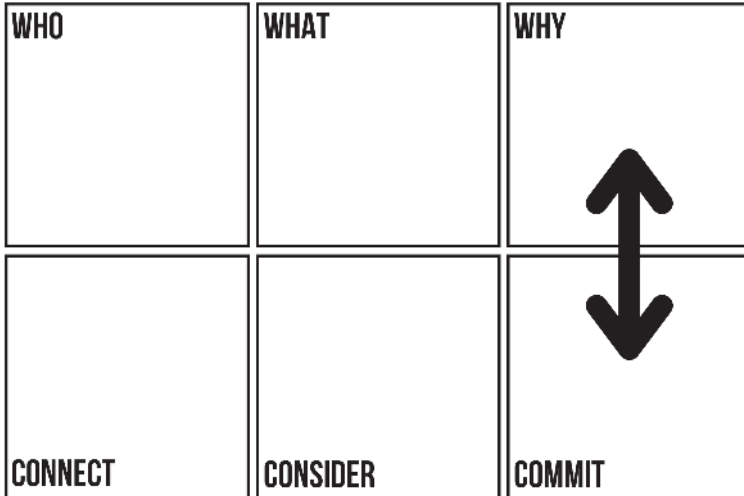
understand what might be stopping them from starting or doing this on their own.

This is where you give them something to consider. The key is that this is NOT your product. It's not about making a sale, it's just about deepening their understanding of how where they are now is linked to where they want to be.

This stage is focused on helping people decide if where they think they want to end up is right for them. Spending time and effort helping people deepen their understanding at this stage, whilst not selling, feels counterproductive to some. The reason it is worthwhile is that once someone has decided that they want something, it's very hard to change their mind, and it's also much easier for them to see the value in getting what they want.

By not talking about what you deliver or focusing on the sale too early and instead talking about what it will be like *after* you have delivered, you are helping people decide for themselves if what you are delivering is what they really want.

You'll release some tension by showing them what they can do to get where they want to be, and then create a bit more as they realise they may need someone or something to get them there.



Why + Commit

This is where you set out the promise you're making. It's where you explain what change you are going to help them make, when they will get there and what commitment you need from them. This could be time, energy or money.

When someone is clear on where they want to go, and why they want to go there, you often don't have to 'make a sale' because all they need to see is your promise to guide them in making this change.

The idea is to separate the sale from the consideration. This means that people can understand and contextualise what they are buying before they are asked to make a decision about buying it. So the people who are ready to commit really want to take that first step because they are

WHAT'S A MORE ETHICAL MARKETING ALTERNATIVE?

ready to do the work and make the change they are seeking. All you need to do is make the first step clear and simple.

When you are clear on who you want to connect with, you will attract those who are motivated to consider what you are offering. For those who feel ready to commit to the work they will be clear on why they can trust you to guide them.

6

Using tension, not manipulation

Why does reframing marketing work? How does taking a prospect through the connect-consider-commit journey lead them to become an actual client?

The answer is the tension you create along the way.

Tension means different things to different people. It is used in films and television to build suspense and keep you guessing.

For me, tension is not the same as fear. Fear underpins all the tactics we've discussed that are wrong in marketing, using pressure and manipulation.

More ethical marketing does something different, it creates tension. Not the uncomfortable tension of a thriller, more like the tension of stretching a rubber band. The purpose of tension is not to apply pressure, it's to create forward movement, to create a sense of what is possible, what can be achieved, what change can be made.

“For most of us changing our behaviour is driven by our desire to fit in and our perception of our status. Since both of these forces often push us to stay as we are, it takes tension to change them.”⁶

When we talk to our audience with empathy about where they are now and where they would like to be, we show them that change is possible. Change is something that disrupts the daily routine or the tried and tested way of doing things. Sometimes it is a life event, a shift in perspective or a sudden insight. Most of the time we go about our day without change occurring (or at least, we don't notice it). When it does happen, tension is created and we can choose to be open to exploring that change.

“Provide the kind of tension that can only be released by being willing to change.”⁷

When we market ethically, we give the client everything they need to decide for themselves whether they are willing to do the work to make a change.

The tension we create in our marketing is a signal to those who feel they're ready: to take action, to learn more, and to make a change.

That said, it's very common for people to be afraid of trying something new. After all, you don't know how to do a new thing until you do it. With the right guidance and enough practice, the thing we were afraid to do often becomes easy or even second nature. The tension we create in our marketing feels the same.

⁶ Seth Godin, *This Is Marketing*, Penguin Business 2018, 103

⁷ Seth Godin, *This Is Marketing*, Penguin Business 2018, 115

As I said at the beginning of this chapter, marketing is simple, just not always easy. As I hope you can see, the process is straightforward - just these three steps: connect, consider, commit. Next we'll look at how to build these three steps into a marketing plan.

7

You're not for everyone and that's ok

The last point I want to make before we start planning may seem a little strange: for the vast majority of people, what you're doing is simply not right for them, and they will have little or no interest in what you're offering.

This is a good thing!

As Seth Godin says:

*“You’ll never be able to serve everyone, which is comforting since you’re less likely to be disappointed when it doesn’t happen.”*⁸

Trying to sell to people you're not right for is exhausting, and isn't exactly ethical.

For your marketing to be both effective and more ethical, it needs to speak to your ideal client (we'll work on who they are in the next few

⁸ This is a phrase that Seth often says on his podcasts, but it isn't found in his books.

chapters). By not trying to appeal to the widest possible audience, you will save a lot of time and energy and ensure that your marketing is far more effective.

Cascade of clients

It can feel like you need to rush ahead with your marketing and try to get people to buy what you're selling, now. A lot of marketing advice I see is focused on getting people to the sale as quickly as possible.

Whilst working with a new client is definitely the aim of your marketing, what you want to avoid is getting a lot of clients who are not ready to do the work, will not commit to the process, or are unlikely to feel the benefits of working with you. This is what happens when you rush ahead with your marketing, you don't give people time to consider what you're offering.

Rushed marketing often relies on closing the sale, and leaving your natural position in order to 'win' the client, which can feel in conflict with your desire to be authentic.

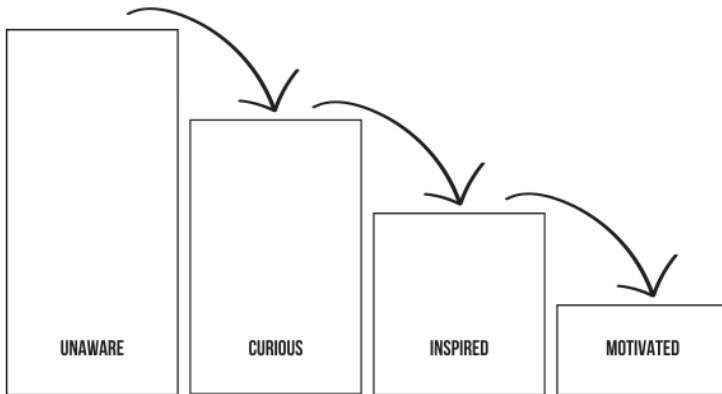
A lot of people don't like the idea of 'selling' and therefore don't like the idea of marketing themselves. There is a particular feeling that arises in people if you talk to them about 'making a sale'; and I would say that for most people it's not a feeling they like. It can be even less appealing when what you are selling is the work *you* do.

The way we're going to approach marketing doesn't focus on the selling bit of sales. It's more like not trying to sell anything and I find it feels a lot better for the seller, and when a sale is made, the client is delighted.

Instead of a sales pitch, offer them a journey

This 'non-selling' sales technique is not quick and that's why it works so well for considered purchases. The idea is to focus on the questions the client may have, then answer those questions to guide them to a point where they understand what change they want to make, they trust you to deliver on your promises, and they want to know when they can start.

The process is like a journey that the client goes on:



Unaware: They begin by being unaware that there is something in their life that they might like to change, either personally or in their business. This could be an action, feeling, thought or process they are repeating. This is how most people are most of the time.

Curious: At some point they become aware that this thing in their life is something that is connected to another way of being and they are curious to find out more. By this I mean they see an opportunity for change, they start to feel that change is possible.

Inspired: At this point they feel inspired to find out more about this change and how they might shift from where they are now to this new desirable state. Their questions tend to focus on what the process of change involves and how much effort, investment and time it will take.

Motivated: At this point, they are likely to be motivated to look for someone to guide them in making this change, someone who knows the process and has guided others before.

Ethical marketing is all about providing what the client is looking for throughout this journey. This is how you sell without selling.

At the *Connect* stage, you will create content and show up in places where your ideal client is looking for answers to connect with people who are curious about change.

In the *Consider* stage, you will explain the change that is possible and inspire the people who feel that this is the change they are seeking.

In the *Commit* stage you will offer to guide the people who are motivated to make the change.

The marketing journey itself attracts the clients you're looking for, without needing a sales pitch or special offer or 'opportunity of a lifetime'. In doing so, you will end up talking to people who are ready to do the work involved and are ready to invest in making their change happen. You're not 'selling', you're being authentic.

Using this plan, you'll set up the journey and then act as a guide for those who want to know, explore and discover more.

Now let's start creating your 3-step plan.

About the author

Simon Batchelar is a marketing mentor and the co-founder of Five Fathoms, the digital marketing agency they have run for 20 years. During that time, they have transformed over 400 small businesses. Drawing on their experience with freelancers and solopreneurs, Simon developed the proven techniques for more ethical marketing in this book.

Previously in audio production, Simon has also worked with some of the world's biggest brands – including BMW, Ford, Audi, Volvo, IBM, HP, Adobe and GSK – not to mention working on BAFTA and OSCAR award-winning TV series. A career highlight was recording the sound for a documentary, Piano To Zanskar, about an expedition to carry a piano over the Himalayas.

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