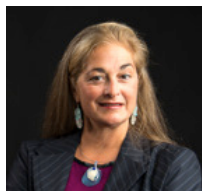


Collaboration for Strategic Advantage

*How to extend relationships, grow your business,
and build community!*

by



Jacqueline Ganim-DeFalco



marketingrecon.com



Jacqueline Franklin



Routes2Market.com

eBook Overview

This eBook is for sales, marketing, business development executives and leaders in both profit and non-profit organizations seeking to unlock revenue growth, market influence, and scale without killing themselves. It is about the power of collaboration as a high potency marketing tool a “how to” guide to evaluate and leverage your important business relationships. We invite you to open up this new marketing door and see what’s in store!

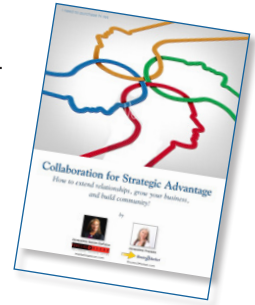


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Introduction

There’s nothing earth shattering about the concept of collaboration. The value of collaborating was firmly established when cave dwellers figured out how to ignite fire and hunt for the community.

What may indeed be profound is what goes into a *successful* collaboration today, and how to manifest true business advantage. Collaboration is one area of business development and marketing in which proper setting of expectations and flawless execution is paramount and, ultimately, drives strategic positioning in competitive environments. And, unlike our troglodyte

predecessors, effective collaboration can capitalize on today’s content driven, socially connected marketing environment in ways never before imagined.

As strategic business growth advisors, we decided to reflect on our own experiences in creating and feeding successful collaborations. Regardless of your situation – for profit, not-for-profit, one-time event vs. an ongoing project or program – you may have a collaborative opportunity right under your nose. Read on and see if you have an untapped gem ready for excavation!

Collaboration Defined

Collaboration done well is a differentiating marketing tool in your business growth arsenal. Most people agree that collaboration takes place when people work together to make or create something of value. Well-established forms of collaboration include technical initiatives and partner programs focused on strategic business development. However, many other growth opportunities can be mined for collaborative nuggets.

Ask yourself the following questions to identify collaborative opportunities in your own niche or service sector:

- Does my industry or business sector allow for the sharing of best practices, thought leadership, and co-marketing? Or, on the flipside – are there any laws prohibiting same?
- Is there an issue or topic of influence that my organization can “own” and potentially drive forward by taking a lead role in messaging across a sector or industry?
- To what degree can I tap into funding sources available to collaborating organizations?
- Can I make a greater financial or marketing impact by combining efforts with other organizations around issues affecting the broader group, for the greater good?
- Is there a vendor-neutral organization that can logically take a leadership role in running a collaborative initiative/consortium?

If you're able to answer any of these questions affirmatively, you likely have a collaborative gem or two that merits a bit of exploration.

Why Collaborate?

Let's begin with four key reasons for collaborating in the first place:

- 1) Grow beyond your wildest dreams.** Size of company matters not. If you have complementary solutions, markets and channels, along with a desire to broaden your reach and depth of market penetration, “one plus one” takes on a new meaning. You may think that collaboration requires a lot of time and additional resources to get right, neither of which you have in surplus. Collaboration, indeed, is not *Day Trading* or a quick return. Collaboration is about building long-term relationships and producing a sustainable *Blue Chip* return.
- 2) Optimize resources (time & dollars).** Let's face it. There are rarely enough headcount or dollars to go around. By the time you've fought to the death for that extra FTE, and on-boarded that new individual, you could have collaborated with one or more partners for a small army of extra brains, new perspectives and ideas, and

even additional monetary contributions to achieve your goals and build sustainable advantage. In the non-profit world, in particular, collaboration is sometimes stable stakes for grant or foundation awards. Simply put, collaboration makes dollars and sense.

- 3) Build trust with and demonstrate leadership to your customers and partners.** When you focus on solving problems at a high level (vs. *selling*) customers begin to trust that you have their best interests in mind. And trust, ultimately drives business. Nothing says, “follow me!” as effectively as a company willing to take the high road and roll up their sleeves alongside industry peers, to solve problems that will benefit the



entire marketplace. Add to this a methodology for collaboration, and you become a magnet for additional players who “want in.”

4) Build and engage with a Community: In today’s socially connected world, collaborations can help build a community around an idea and simultaneously attract companies and individuals into your fold that you might not otherwise be able to access. The community can encompass users, customers, partners, and a much wider group of stakeholders. While it may start informally, the community can then become a more formalized group able to take on additional initiatives.

5) Solve a problem that is bigger than you. Proactively, you can look to colleagues to help solve common challenges that are holding back prog-

ress or causing confusion. Many industry associations are formed this way. As a bonus, serendipitous outcomes often result when different perspectives and points of view are engaged to solve a problem. Yes, strong collaborators always begin with a plan, but importantly, they also allow for the occasional detour that could never have been anticipated. It’s the detour that often leads to the discovery of new places and relationships. Be open to the unexpected.



Types of collaboration

Collaboration comes in many shapes and sizes and can be used to address different objectives. Following are different types of collaborations, both short- and long term.

Short-term Collaboration

One-time, or project-based, collaboration can be exciting. Bringing together a group of people from complementary businesses or interests, focused on a similar objective, can magnify impact exponentially. This type of collaboration can be built around an industry conference, a trade show, a festival, or any type of live event.

When evaluating an (live or virtual) event, consider if the collaboration and associated program should be repeatable (every year, for instance) or set up to accomplish a goal in a particular timeframe (expanding a database across participants). One-time collaborations can be formed to bid on a project (client pitch), or to execute a project after the business has been secured.

Short term collaborations may revolve around a specific opportunity with defined parameters. This eBook, for instance, is a short-term, project-based collaboration between two complementary, like-minded, professionals who enjoy working together and bring more value together than either would do individually.

Other short-term collaborations may come together only seasonally – See Case Studies at end of ebook.

Long-term Collaborations

Long Term collaborations take time and investment. The following five collaborative initiatives cross various functional areas driven by different objectives.

1) Business Development:

One of the most common forms of collaboration across the technology industry and in enterprise organizations is through indirect selling channels. Collaborating with business partners to expand your reach and grow revenue is para-

mount to scaling cost effectively. When done right, this somewhat formulaic collaboration uses tools to qualify business propositions, recruit and enable new partners, and is designed to get them selling and marketing on your behalf. These proven methods can be right-sized and used by mid-size organizations, and can be particularly effective in leveraging scarce resources.



2) Research:

Collaborative research is seen commonly in the arts, sciences, education, and healthcare sectors where combined efforts can lead to significant break-throughs to effect the greater good for society. In the non-profit world for example, increasingly, securing grant funding is dependent upon organizations demonstrating collaboration to maximize impact. In technology, syndicated research helps identify large trends. In the section below, we've shared a powerful example of a different type of industry "market" research with a thought leadership objective.

3) Quality Control/Standards:

The most formalized types of collaborations usually take the form of industry associations. These groups are often focused on providing a voice for the industry or making recommendations on standards. A well-known example is Six Sigma – a best in class set of techniques and tools for process improvement. Another example is an emerging group called the Digital Advertising Alliance which describes itself

as a “premier, self-regulatory body, collaborating with businesses, public policy groups, and public officials working to ensure that the online marketplace remains an innovating and relevant environment for consumers, companies, brands, small businesses, and advertisers.”

4) Marketing:

Marketing collaborations are ideally suited for today's socially woven marketing infrastructure. The power of many to many increases the reach of important messaging and thought leadership and can be done with relatively little monetary investment. The [Future of Open Source](#) and [Future of Cloud Computing](#) programs, pioneered in the high-tech, venture, and entrepreneurial sectors (see at end of paper) are two powerful examples of marketing collaborations. Marketing collaborations can come together under a branded program that stands apart from the organization that own it...a uniquely branded initiative. This may attract a wide range of interests and overcome traditional competitive barriers. On a smaller scale, here's an example of a thought leadership collaboration that is a win-win for both parties.

5) Product or Service Development and/or Delivery:

Collaboration can also be effective in bringing together expertise to fulfill a project or program gap. Whether it is the expertise required to prepare, package, and ship a product or to complete a marketing program, loose collaborations of many types are used to fill in the gaps or strengthen an operation. While we are co-authors of this eBook, we also collaborate as marketing consultants to deliver client programs.



Case Study: Always Best Care Metrowest (A senior in-home care and assisted living placement provider): Thought Leadership Collaboration

Background: With an aging population increasing demand for services, there are ever-increasing numbers of senior care provider services available. Always Best Care is a national senior care company with locally-owned offices across the US. Established in 2009, Always Best Care Metrowest is a MA-based franchise which provides in-home non-medical care, skilled nursing and assisted living placement. Since the need for in-home senior care services often arises rather suddenly, the company needed to establish a strong local brand through associations with other companies serving the same population.

Initiative: One of the principals of ABC Metrowest developed a cable television interview show where he interviews individuals in related fields to provide substantial and relevant information in a non-promotional fashion. The 30-minute show is aired through local cable television stations, differentiating the company from competitors which are essentially national referral services. Significant exposure to the

show host helps potential clients to feel they have a connection with the company.



Objectives: Increase visibility, authority, and build brand. The 30-minute shows are featured on the company website, area cable television networks, and leveraged in the company's social media and newsletters. The interviewed parties also feature the interview on their own websites and social properties.

Results: Increased website visits, social views and brand visibility. ABC Metrowest is currently engaging in the next phase of these partnerships, seeking reciprocal visibility and exposure for ABC on the partner's sites and through their marketing channels.

Prepared by: Nancy Wolff Leary, [Online Amplify](#) @[onlineamplify](#)



Requirements for a Successful Collaboration

No matter how you decide to collaborate, there are some tried and true requirements and best practices to ensure success. Here are four critical factors to ensure the most effective outcomes.

- An Organized Approach
- Leadership
- Clear Partner Roles
- Resources & Tools

An Organized Approach

When it comes to collaboration, form follows function. It's best to decide on objectives and deter-

mine desired outcomes at the start to serve as a guidepost throughout the collaboration.

Among the upfront planning elements of any collaboration are the purpose, objectives, and milestones. Once these are set, you may establish a desired timeline and rules of engagement. Formal or informal rules of engagement help each member understand what is expected, what's acceptable, and what's not. It's also important to gain commitment and buy-in across various resources regarding what will be required to ensure success.

Typically, gaining this commitment requires a value proposition that is compelling to *individuals* (what will I gain by participating?), to the *company/organization* (what will I gain by investing time and resources?), and to *the greater good* (if a non-profit).

Lastly, is the necessity to determine the way the team will self-correct if/when a detour occurs, and/or processes to ensure that best practices discovered along the way are being integrated back into the process for continuous innovation. Alignment around these practices minimizes distractions and keeps the dreaded sacred cows from rearing their heads.

Leadership

Building a collaboration can be a bit like herding cats. Therefore one organization (or several working very closely in synch) must take the reins. The leader is accountable for keeping the outcomes on course. There should also be a credible and trusted senior level advocate, champion or sponsor for each collaborating organization who is responsible for clearing obstacles at the executive level as needed. Finally, every collaboration requires a project manager whose role is to ride herd on all the cross-functional contributors and ensure commitments are established and met.

Commitment applies not only to completing tasks, but also to the purpose, objectives and success factors established above. Lastly, the most effective teams operate with transparency and responsiveness as a core value. These attributes are not something that can be dictated, but rather important to qualify as part of the team selection process.

Clear Partner Roles

Collaborations can enjoy one or more distinct levels of partnering. If there is one key partner, that organization may share responsibilities across the board, be a marquee “sponsor” of the program and co-brand alongside the leader. The initial collaboration can start with each partner having the same buy-in requirements and benefits – established in the value proposition discussed earlier. However, as

collaborations grow and room is made for new partners, benefits for organizations that contribute more may, ultimately, be tiered and based on contribution. This can then be formalized in a Business Requirements Document.

if it's not somebody's job, it's nobody's job.

Collaborations can be “inclusive” by design in order to provide a level playing field for the “voice” of different size players in the industry. If positioned properly, the large players benefit from adding their brand to the mix and the small players benefit from the marketing air cover provided through affiliation.

Beware of the collaboration pot-holes. There are some occurrences that throw off the equilibrium of a large group, such as last minute entrants, category exclusivity, and over-selling to an organization that really does not have the time to participate!

Collaboration, when done right, ultimately, results in more reach (thought leadership), more revenue, more customers and/or more market share, but true collaboration is like assembling a puzzle.



Resources & Tools

Once you have aligned the roles, responsibilities, timelines, and benchmarks, it's time to identify the additional resources required to ensure the collaboration is successful. This process will vary dramatically by initiative, but typically, begins with an inventory of the tools and people necessary to implement the program – the end goal being a budget that will be assumed by the leader or jointly with others.

Essential tools include:
PR
Social Media Design
Survey Services
Online Collaboration
Webinars

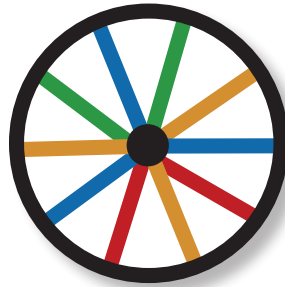
That budget may include collateral, shared PR resources, social media programs, graphic design services- for promoting the collaborative initiative, or ways to reward partners and/or enforce compli-

ance or engagement. It also may include ensuring marketing air cover for the collaboration project brand (internal or external), or an outside endorsement from a respected third party.

Getting Started: Ten Steps To Building A Successful Collaboration

1. Review Current Business Challenges and New Programs:

Now that you have collaboration in your tool kit, it's time to step back and see if there is a way to apply this to any of your current business challenges.



2. Set an attainable & measurable

goal: (e.g. Increase visibility of an influencer or organization through thought leadership). Test the waters in bringing organizations together around this piece. Then use the success to expand to add new elements.

3. Determine the ideal collaborator profile:

What are the characteristics of those you would like in the collaboration? Consider if the opportunity will be open to all, by invitation, tiered, or everyone treated the same. If tiered, how will each level be differentiated, how will the Marketing Agreement look?

4. Draft a list of companies

that you would like to have as part of the collaboration and prioritize. It's good to consider a cross-section of industry players that make up the eco-system and cover both large and small organizations.

5. Create a value proposition

and use the story to reach out to the target list of collaborators. This is critically important as it allows for a consistent approach to each prospective organization. You will learn quickly what sticks and what is superfluous.

6. Develop an external communications plan

for introducing the collaboration and its goals to the public. Your communications plan is a critical part of the overall marketing effort and a selling point to all participants.

7. Design and announce goals, plan,

and **timeline** to the collaborators. The project leader is the "time-keeper" who keeps everything on track. After all, your fellow collaborators all have day jobs and businesses to run.

8. Implement

according to timeline. Sticking with the schedule helps build credibility over a long period of time and also minimizes surprises.

9. Track, measure and publish

progress, based on objectives. Everyone appreciates setting goals and hearing about outcomes. This also sets the stage for the future years.

10. Share success stories

and gather feedback to build for the future. Soliciting feedback from collaborators is important. Short surveys or follow up calls, even a "roundtable" discussion about what worked and how the program helped them will feed into growth.

Collaboration Wrap Up!

With these ten steps and handy tools, you should be able to evaluate if you have a collaborative opportunity. At any point in the process, you can call on outside experts to strengthen the marketing and project management, or even take the lead role in *herding all the cats*. Collaboration such as channel programs, are often linked to a monetary outcome and are by far the most common; growth in sales is a key benchmark. But strategic collaborations often use benchmarks beyond pure dollars to measure value, and typically, accept a longer term ROI - measured in both dollars and **relationship capital!**

Case Studies

For the sake of thinking outside the box, here are a few collaboration case studies that are a bit out of the ordinary to facilitate new ways of thinking about collaboration.



Example #1: The OnDemand Consortium – A One-Time, Event-Based Collaboration for an early stage Technology Company

Background: Years ago, a client approached **Marketing Recon** with a challenge – how could he raise the level of an industry discussion that was bigger than his company and technology. It was the early days of “Cloud” before it was called Cloud. The discussion of Software-as-a-Service (SaaS) was nascent and the industry players were afraid to make a move to any off premises environment where there were competitive risks.

The Event: The company was about to invest in a sponsorship package at a major industry trade show. How could they use this event to host this discussion in a meaningful way? The resulting recommendation was to develop a consortium of players with similar challenges of how to convince online retail websites to move their business to the SaaS model.

The Collaboration. The On-Demand Consortium: Armed with a marketing agreement¹ and a value proposition,² Marketing Recon approached a targeted list of vendors with technology complementary to that of my client. Effectively, these technologies enhanced the core e-commerce transaction capabilities being offered by the client’s software – payment processing, customization, personalization, etc.

The end goal was to produce a third party document/white paper that illustrated the value of SaaS in the e-commerce environment and dispelled the fears limiting adoption. Within the white paper, the Tier 1 participants would have a place to include a customer case study. Tier 2 participants would simply get brand recognition at the end. All participants would be co-promoted at the trade show under the auspices of the On-Demand Consortium. Participation was limited to category exclusivity and a target number of members in each of the two tiers. Each booth had signage offering the white paper and the entry way signage announced the consortium.



The Results: The program met with much success at the event and among the participants. It was a conversation starter for the next wave of online retailers to come on board and also formed the basis of the company’s unique revenue sharing partner program. Most importantly, it catapulted this modest size startup into a strong thought leadership position in the industry. Ultimately, it was one of the first of its class to go public due to its marketing and technology leadership. **Prepared by:** Jacqueline Ganim-DeFalco, marketingrecon.com [@jmganim](https://twitter.com/jmganim)



1. Marketing Agreement: A one page commitment letter that demonstrates the “give” and “get” from each participant in the Consortium
2. Value Proposition: The story you are going to tell – important points about why this matters to the person/company you are approaching.



Example #2: Event Specific: Non-Profit

seARTS society for the encouragement of the arts on Cape Ann

Background: The [Society for the Encouragement of the Arts \(seARTS\) is a Cape Ann, MA based non-profit organization](#). It has both individual and organizational members and was formed as a coalition. As an early member and board member, I (Jackie Ganim-DeFalco of Marketing Recon) saw an opportunity to organize like-minded artists under this umbrella. The obvious group was one that I quickly became part of – artisan jewelers. Ultimately “wearable art” became the group name.

The Event: A good rule for event marketing in a community is to try to piggyback on something that is already going on rather than completely reinvent the wheel. When the newly formed group decided that its main goal was to “sell” their wears, leveraging an existing holiday event was a logical choice. The historic downtown “walk” was chosen as the best time to create a holiday show that could easily be part of this bigger event if we could find the right, centrally located venue, and we did – the local Tea Shop, and ultimately, the Library.

The Collaboration – The Wearable Art Holiday Show – and Celebrate Wearable Art Runway Show: Artists are individuals by nature. The unique setting and components of this event fueled a collaboration that is now in its eighth year. Shared goals included the interest in sell-

ing in an intimate environment, running the show ourselves, on our own terms, enhanced by delicious food, festive music, and creating an “experience” outside of the crazy holiday shopping rat race. The collaboration between seARTS, the library, the Middle Street Walk, and the artists themselves was a winning combination.

Building on this success, the group raised the bar. Why not show the clothing & jewelry on live models? The challenge was that no one had this experience. Once again, reaching out to a group just 50 miles away in South Boston that had the needed experience already, resulted in a collaboration. The first seARTS 2011 [Celebrate Wearable Art Runway](#) show was a collaboration with Mobius of Boston and Rising Design and specifically timed to coincide with Boston Fashion Week. This event was repeated and grown in 2013 and 2015 with new partnerships.

The Results: Seven years of holiday shows and two runway shows have resulted in over \$100,000 in artist revenues and \$50K in net fundraising for seARTS. Even more important is that the unique elements of the events and ties to larger events and groups will help seARTS in its long-term goal of creating a “destination” arts event for Cape Ann. **Prepared by:** Jacqueline Ganim-DeFalco, marketingrecon.com [@jmganim](https://www.instagram.com/jmganim)





Example #3: Industry specific/Program: Future of Open Source & Future of Cloud Computing

Background: The [Future of Cloud Computing](#) thought leadership program was launched in 2010 by North Bridge with Gigaom Research as a key partner. 2014 is the fourth year of the program with growth in involvement, influence, and reach. Based on the success of its predecessor program the Future of Open Source (FOOS), North Bridge sought to launch a corollary program to engage in critical discussions around the Cloud Computing segment. Source initiative, began in 2005 and continues to evolve.

At the launch of this program in 2010, market hype outpaced adoption of Cloud Computing. There was and continues to be a need for a broader industry discussion to stay focused on key issues that are driving and/or inhibiting cloud adoption. The program is vendor-agnostic and supported by companies large and small.

The core of the program is The Future of Cloud Computing industry survey which is designed and hosted by North Bridge in partnership with an industry analyst partner and collaborating organizations. The survey results serve as an anchor facilitating discussions that include key benchmarks as well as trends.

Cloud Computing has shown an explosive growth in every category making it an imperative for investors. As a movement, it has many dimensions, but across the board, growth is explosive.

The Collaboration: Future of Cloud Computing: Among the first key objectives was to secure and engage a partnership with a major industry analyst. This organization was named a “partner” which set them apart as an objective player. Given the partner’s cache in the indus-

try, it would also provide both credibility and create interest among the collaborating organizations. Additional benefits such as discounts and networking opportunities were available and could be passed on to collaborators from the partner.

Using the mirror image of the Future of Open Source “sales channel model,” collaborators were recruited to reach out to their respective network of stakeholders to grow the programs’ content, marketing reach, and impact. The 2014 program had a record 72 collaborating organizations. The program today includes a full suite of marketing activities (see below) and is considered the most widely endorsed program of its kind in the industry.

The Program: The program includes participation in an industry-wide survey. A subset of the collaborators provide current thinking to enhance the survey each year. Once the survey is launched, each of the participants takes the survey and shares it among their networks. The marketing effort on the part of each collaborator includes blogging and creating content on social channels to hype the survey and create interest around the event where the survey results will be revealed. Social media shines in this collaborative environment where each collaborator can increase the reach of the conversation. Additional elements are being added all the time and now and the program now involves various levels of participation such as “standard” and “Platinum” that each have assigned responsibilities and benefits. The program includes a long list of opportunities for participation such as:



- A distinct “FutureofCloud” Twitter channel with online discussions around the Slide Share deck, Twitter channel, and blog posts
- Facebook, LinkedIn, and Blogging opportunities
- Inclusion of thought leadership, influencer quotes and case studies inside the master slide deck and press releases
- Co-marketing of the collaborators in all activities – throughout all the program’s collateral
- Ability to repurpose an industry-leading, high quality slide deck with socially tagged slides for key data points
- On-site interviews at leadership dinners and industry events
- Webinar and panel participation opportunities to showcase survey results
- Inclusion in key North Bridge events such as leadership dinners



Example #4: Indirect Partner Program

Background: A multi-billion-dollar technology company delivers business- and mission-critical mobile communication products and services to enterprises and governments. When it acquired one of its competitors to attain broader market presence, respective operations were integrated, including the need to reconcile best practices from their respective channel partner programs.

The Collaboration: Key partner stakeholders from around the globe stepped back to cull what was working well, and what was not, in context of the opportunity to maximize revenues (and minimize costs) from the newly combined partner program initiative. Information was synthesized and trade-offs made to



The Results: The final deck on SlideShare has been viewed by over 100,000 through Q3 2015. The survey results continue to be cited in the media by major publications such as CIO, eWeek, and Forbes, with blog posts by leading Cloud players such as Microsoft, Gigaom, Demandware, and many others. The program will enter its fifth year in 2015. Each year the program is expanded to involve collaborators more strategically and magnify the industry discussion. Most vendors are grateful for the opportunity to be part of something bigger than their own footprint and take a break from the day-to-day routine of “product speak,” in their outreach to stakeholders and over time the word spreads and attracts new collaborators. The most recent Cloud Collaboration involved 72 companies.

Prepared by: Jacqueline Ganim-DeFalco,
marketingrecon.com [@jmganim](https://twitter.com/jmganim)

stay aligned with each company’s partner requirements for success.

The Results: a Global re-branded Business Partner Program The newly integrated, rebranded business

partner program was rolled out internally and externally (including hundreds of partners), over a period of a year, along with commensurate changes to operations.

Prepared by: Jacqueline Franklin,
Routes2Market.com Coach2Growth.com
[@JacqFranklin](https://twitter.com/JacqFranklin) [@Coach2GrowthJF](https://twitter.com/Coach2GrowthJF)





Example #5: Marketing Collaboration: Maples Inn (A Bar Harbor B&B)

Background: Bar Harbor, Maine is a quintessential coastal Maine town with a wide selection of accommodations for a short tourist season. The Maples Inn is a small B&B offering a high-touch personalized lodging experience. Guests include a wide demographic of overseas and American adult visitors eager to immerse themselves in the experience and culture of mid-coast Maine. The Inn was seeking a way to differentiate itself and increase bookings, particularly in the spring and fall shoulder seasons.

Initiative: Online Amplify initiated a marketing collaboration with a local cooking school to offer a regional fare cooking class as part of a stay at the Inn. With a very similar demographic and a regional focus, the Ambrosia Cooking School was a natural fit. The owner of the cooking school is a trainer/educator/chef and studied in Advanced French Cooking and French Pastry at Le Cordon Bleu in Paris.



Objectives: To expose each business to new prospects or customers who were in their target demographic, while at the same time creating a unique experience to distinguish the Inn from other accommodations in the area. We utilized a variety of marketing vehicles to promote the offer, including email, social and external platforms such as Trip Advisor.

Results: Increased numbers of first-time guests to the Inn, as well as new clients for the cooking school; increased customer reviews citing a differentiated experience.

Prepared by: Nancy Wolff Leary, [Online Amplify](#) [@onlineamplify](#)

Legal gobbledeygook and such

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Author Bios



Jacqueline Ganim-DeFalco is a business growth specialist who built her professional foundation for seventeen years with NYNEX and GTE including a tour in Asia. Since 1998, Jacqueline has provided marketing and

business development services to executive teams in the service and technology fields. As a Business Advisor, Jacqueline assists companies seeking to grow through the development of new markets, products, and channels - and building the associated marketing programs to launch these initiatives. Jacqueline has branded her company Marketing Reconnaissance to represent the methodology she uses to assist her clients in making informed market development and growth decisions which she has used for projects across over twenty vertical industries.

A resident of Cape Ann, Massachusetts, Jacqueline is surrounded by a vibrant arts community that inspired her to become an artist and support the artist community. In 2003 she launched Cape Ann Designs, sea glass hair accessories and jewelry design studio. Leveraging her own creativity, passion for the arts and marketing skills, Jacqueline has observed that technology has greatly impacted the challenges and opportunities for artists. Her long term goal is to raise the bar for arts marketing through coaching and lecturing on this topic. Jacqueline holds a B.A. in English & History from Emory University and an MBA in Marketing & International Business from Stern (NYU). Collaboration is in her DNA and has been a theme throughout her professional work and community programming.

Learn more at [Marketing Recon](#) and [Cape Ann Designs](#). Join the conversation [@jmganim](#) and [@CapeAnnArt](#)

Jacqueline Franklin's breadth of leadership experience includes driving sales at a large technology company, building a \$100M indirect channel for a leading software firm, and heading up marketing for an internet start-up. She founded Routes2Market, a boutique consulting practice, to parlay her success and skill at building growth strategies and programs to help multi-billion dollar companies like IBM, Akamai, and Verizon Wireless achieve significant growth.



From this work, she saw firsthand that the best growth strategies in the world were destined to fail without fully engaged and competent leadership. Jacqueline set out to change that by shifting her focus to working with business leaders to realize their full potential and lead confidently. And, Coach2Growth was born, an executive and leadership coaching business.

Jacqueline holds a Masters of Business Administration (MBA), and Bachelor of Arts in Social Work and Psychology. She is a Certified Professional Coach, having completed her training the Institute for Professional Excellence in Coaching (IPEC), accredited by the International Coaching Federation (ICF). She is also certified as an Energy Leadership Index-Master Practitioner.

Learn more at [Routes2Market](#) and [Coach2Growth](#), Join the conversation [@JacqFranklin](#) and [@Coach2GrowthJF](#)