

BEING **PROFITABLE**

A Business Development Roadmap



Accelerate Earnings Growth With
THE 20 WAYS OF BEING

JOHN H. WATSON

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FREE MARKETING RESOURCES

Want to learn more about sales, marketing, and business development?

John offers several eBooks on his website.

The eBooks cover a wide range of subjects. However, they are all written to structure how you think about and approach an aspect of business development.

The goal is to help you understand your needs before you seek help.

Download them all for free at:

<https://accruemarketing.com/free-marketing-downloads/>

FOREWARD

My career as a marketing and advertising consultant spans over 45 years. I was president of Freeman Yipp Palmer Jarvis, which is now BBDO Canada, as well as the sole owner of Powerlines Strategic Marketing and Communications.

Throughout my career, I worked with companies of all sizes, from the Fortune 500 to mom-and-pop startups and everything in between.

In particular, I found that small- to mid-sized businesses struggled with marketing the most. They rarely employed in-house marketing executives due to their small marketing budgets. This left it up to the owner or sales manager to direct their marketing investments.

When these leaders hired me, they were usually driven by pressure to perform because they needed instant sales. As a result, they focused on expensive advertising and promotional campaigns to solve their problems. This focus was often risky. They frequently discovered, after the fact, that their margins were insufficient to cover their cost of sales from advertising. A lack of preparation often made matters worse.

To compensate, I guided my clients through a detailed strategic planning process. The process was challenging for clients because it was often their first time approaching their business from their customers' point of view.

I see the same intent in John Watson's book. This book guides small- and medium-sized business owners through a comprehensive strategic planning and systems development process.

When I mentored John in his early years, I would always tell him, “Marketing is everything you do to grow a business”. He’s clearly applied this big-picture and systematic approach in this book.

Being Profitable goes far beyond the classic definition of marketing. It looks to guide the entire marketing, sales, and business development process in what I always called a “soup to nuts” or “start to finish” approach.

I recommend *Being Profitable* to any founder or business owner willing to do the work necessary to grow their business.

If you’re looking for a thoughtful, step-by-step guide to business development, you’ll find yourself returning to this book over and over, as you reach new milestones or obstacles to overcome.

Jim Freeman

President

Powerlines Strategic Marketing and Communications

WHY READ THIS BOOK?

As a startup founder or business owner, you'll be confronted with the question of how to invest in sales, marketing and business development. You'll learn quickly that sales and marketing are costly, ongoing, and entail extremely high-risk investments.

If you're like the business owners I've met, you are not a sales and marketing expert. It's more likely you have limited experience in the area and are vulnerable to being sold on things you're not ready for.

The business owners I encountered over the years thought marketing meant advertising, websites, or social media. Sales tended to get tarnished by all the negative experiences they've had with transactional, product-based salespeople using hard-sell tactics.

If the business owner had experience with marketing suppliers, they were often quite skeptical, negative, and sometimes outright hostile when discussing their experiences.

Why All the Negativity?

In my experience, the challenge boils down to feeling powerless in the face of an enormously important business requirement. Many business owners are ill-prepared to lead and manage the process, creating a high risk of failure. They seek help, assuming they're getting business advice, but the people they hire are often suppliers and technicians who do as they are asked, versus advisors whose role is to guide them. The results are predictable.

The Root of the Problem

If you don't know what you need or how to approach business development and commercialization, you're vulnerable to making a host of mistakes that lead to frustration, financial loss, distrust, and disappointment.

What's the Answer?

Either you hire someone to lead the process for you, or you must learn enough about the commercialization process to make informed leadership decisions.

No, you don't need to become an expert in the subject or a technical wizard who can do everything yourself.

You need to understand what sales and marketing are and how they work at a purpose, process, and financial level. You need to know enough to understand what you are getting into so you can help lead the initiative, build your team and invest wisely.

Do not attempt to abrogate this role as so many do. It is vital that you stay involved, understand and participate in the purpose-setting and growth planning process.

This book will ground you in your purpose and demystify a complex and multidisciplinary arena. It will help you prepare for a very long-term and strategically important customer development and earnings growth initiative. It will also serve as a jumping-off point for continued learning, as each chapter offers a list of resources to help you dig into a topic.

ABOUT THE AUTHOR

John Watson is the President of Accrue Performance Marketing Inc., which he founded in 2006. John has over 30 years of experience serving as a consultant, marketing coach, and fractional chief marketing or commercialization officer. He loves helping founders and business owners design, build, and grow companies.

He's consulted for business owners in a wide range of industries. The most frequent include all varieties of professional service firms, technology companies, retailers, not-for-profits, artisans, natural resource companies, real estate developers, builders, and more.

With a passion for multi-disciplinary learning and a love of nature, John spends his spare time outdoors—gardening, paddling, hiking, fishing, motorcycling, or advancing his photography and image processing skills. He's also a proud parent to Kaleigh and John Junior.

John lives in Alberta, Canada, with his wife, Laura, and his golden retrievers, Zoe and Luna.

CONTENTS

FOREWARDv

WHY READ THIS BOOK?xi

ABOUT THE AUTHOR.....xiv

THE INTRODUCTION 1

 WHAT ARE WAYS OF BEING?..... 6

 HOW THE WAYS WORK.....10

 MAKING THE SHIFT13

 BUSINESS DEVELOPMENT SYSTEM?.....15

 MASTERING WAYS?17

 PATTERNS OF USE21

 A WARNING.....23

THE DESIGN STAGE.....25

 BEING INTENTIONAL28

 BEING COMMITTED.....35

 BEING COMPETITIVE46

 BEING RECOGNISABLE54

 BEING RELEVANT62

 BEING AFFECTIVE71

 BEING ATTRACTIVE.....78

 BEING COMPELLING85

BEING KNOWABLE.....	93
THE BUILD STAGE.....	101
BEING RESPONSIVE	103
BEING BUYABLE.....	111
BEING SYSTEMATIC	121
BEING INFORMED	129
BEING EFFECTIVE.....	137
BEING SCALABLE	145
THE GROW STAGE.....	152
BEING ACCESSIBLE.....	154
BEING CONNECTED	163
BEING ENDORSABLE.....	172
BEING PRESENT	180
BEING CONSPICUOUS	190
THE WRAP UP.....	199
USING THE WAYS OF BEING	200
CLOSING THOUGHTS.....	205
A SIMPLE REQUEST	206
BIBLIOGRAPHY	207

THE INTRODUCTION

Framing for Being Profitable

INTRODUCTION

I became an intrapreneur in the mid-1990s when I was a few years out of university.

I was working in an environmental engineering company, starting up a geomatics and business geographics department. I needed to learn to market and sell to get clients.

Keen to prove myself, I read everything I could get my hands on about sales, marketing, and business development. I can tell you there was no shortage of highly informative books on every business topic you can imagine.

I wanted to see how all the pieces fit together as a system to drive earnings growth. Unfortunately, everything I read focused on some tip, tactic, or technology out of context with any big-picture map or systematic approach.

In my search for a map, I sought expert advice. I interviewed nearly 20 marketing consultants. I interviewed other entrepreneurs. I took communication and sales training. I hired a 20-year veteran salesperson to mentor me, engaged business coaches, and on and on.

Despite my dogged determination, I was stuck with fragmented advice.

It was maddening. I kept thinking that people have been building companies for hundreds of years; surely, someone has created a map of the process.

Eventually, I realized if I wanted a map, I needed to create one for myself.

Inspiration and Innovation

When I could not find what I wanted, I started stitching together what I learned into flowcharts and process flows, which was useful but still siloed.

I started looking for other big-picture maps and frameworks for inspiration. I learned about Total Quality Management, Kaizen, all of Stephen Covey's books, the Way of the Warrior, the Seven Virtues of Bushido, and the Eight-Fold Path in Buddhism that lead to enlightenment. I learned Ram Dass' Be Do Have framework, Landmark's Curriculum for Living, and Benjamin Franklin's 13 Virtues, which he believed to be his path to success.

As the years passed, my process mapping efforts continued and underwent dozens of revisions until I had a eureka moment. I could simplify my map into a set of core intentions or Ways of Being to live into.

A Ways of Being map would be timeless. No matter what new tools and technologies emerged, the fundamental intensions would not change.

From a Venn diagram perspective, the Ways are a mashup of the most impactful frameworks I've encountered. At its core are the Eight-Fold Path in Buddhism, the Be Do Have framework, Kaizen, and Stephen Covey's *Seven Habits of Highly Successful People*. The rest is subject matter gleaned from my mentors and clients, my experience as a consultant, and the well over 150 books and courses I absorbed on business leadership, public relations, sales, marketing, reputation management, and customer service practices. My background in natural systems, statistics, and data analysis influenced my approach as well.

Introduction

Each Way addresses a fundamental goal. Each Way builds upon the last. Each Way asks you to focus on why before how. Knowing why helps you evaluate options, determine where tactics and actions fit, and contribute to your objectives.

By sequencing each Way in a natural, logical order, you have a mental map to follow. When you look at the Ways of Being as a whole, you can see how everything fits together to form a system for maximizing lifetime value and earnings growth.

I Finally Had My Map

The Ways offer no tricks or gimmicks. They provide a direct path through the business development and commercialization process.

They are a means to help you see where you are going and to keep you focused on the core purpose behind your activities.

Learning the Ways is not unlike learning to play a musical instrument, a martial art or committing to the mastery of anything. The 20 Ways are patterns and practices you adopt and attempt to master as you develop a company.

The Ways of Being keep you focused on what you have the most control over, yourself and your business practices. How you choose to live into each Way will evolve to fit your environment, needs, and resources.

The 20 Ways are the map I follow in my personal and business development journey. They are the backbone of my coaching and consulting practice, serving as my planning tool and my diagnostic framework to help optimize existing programs.

Being Profitable

Did I Ever Find Any Other Maps?

In the 25+ years I've been researching this topic, The best maps of the entire business development process that I've found were e-Myth, Scaling Up and EOS the Entrepreneurial Operating System.

The Being Profitable program will nest well within any of these frameworks. Kaizen is a natural fit as well.

Other resources that were not available to me when I was getting started are startup ecosystems, business incubators, accelerators, and venture studios that partner with founders and guide them through the commercialization process.

Unfortunately, the average small business owner is still going to be influenced by all the hype about individual tactics, and new techniques and technologies. The noise they generate tends to drown out fundamentals-oriented conversations about purpose, leadership or systems thinking.

It is still challenging to find resources to guide you along the whole venture development journey.

I hope this book will play a role in illuminating the path for you. It should help you chart a more direct course through the business development unknown so that you progress with far greater clarity, speed, and confidence. Bon Voyage.

WHAT ARE WAYS OF BEING?

Ways of Being are rooted in the study of ontology (the study of being) and phenomenology (the study of consciousness).

Ways of Being refer to what's going on for you internally. They are your mental, emotional, and physical state in the moment. The Ways of Acting are your outward expression or your reactions to your inner Ways. Your external expressions include your speaking and doing.

For simplicity's sake, I am collapsing the internal and external and calling them Ways of Being, or Ways for short.

A core concept behind this work is what Ram Dass coined the **Be Do Have** framework.

Most of us were taught that if we want to Have something, there are things we need to Do and Be in a particular position before we get what we want. A natural excuse to not act is built into this framework.

I can't, until I ...

Be Do Have flips the sequence. It's about asking yourself: How would I need to think and behave? (Be) What activities would I be engaged in? (Do) If I wanted the outcomes I desired? (Have)

This framework is all about now, in this moment. Who am I showing up as, and what am I working on to advance my agenda?

Be Do Have is an extremely effective leadership coaching and planning framework.

Being Profitable

If you'd like to learn the principles behind Ways of Being and Acting, Werner Erhard dedicated his career to the topic. He founded EST in the '70s and published many books and articles on the Be Do Have framework.

Kaizen, Landmark Education, and the study of mindfulness, acceptance commitment therapy (ACT) and cognitive behavioural therapy (CBT) are resources that I've found essential for learning how to implement this framework at a personal level.

A Simple Example

Let's look at **being kind**. There are hundreds of different behaviours you can use to express kindness.

No individual act of kindness constitutes being a kind person. However, a regular pattern of kind behaviours becomes a consistent and practised Way of Being.

We all have Ways of Being that people use to describe us. She is kind; he is honest; she is untrustworthy; he is inappropriate, etc. One incident does not a Way of Being create. It is the intentionality, frequency, and consistency of the behaviours that earn us our results.

In marketing and user experience terms, our Ways of Being define the experiences we create and cultivate our reputation.

Introduction

Why Focus on Ways of Being?

Your Ways of Being are largely responsible for the results you create for yourself in your relationships, career, and business.

There are Ways of Being we're all familiar with and value, like being respectful, honest, trustworthy, resilient, collaborative, optimistic, generous, and resourceful.

However, you may not appreciate how much your Ways of Being are responsible for your goal achievement, your relationships, and pretty much everything.

The long-term cumulative effects of your Ways of Being shape and define your life. They also influence the lives of your family and your business.

Our collective Ways of Being define our culture, institutions, and governments. Suffice it to say that Ways of Being are far more important than many realize.

How Do You Choose Your Ways?

Consider that you use two broad patterns of decision-making in every moment. You choose your Way of Being either consciously or unconsciously based on how you choose to view a situation.

Conscious choosing comes from being thoughtful and deliberate in how you interpret a situation. It is where you make active decisions in alignment with your purpose, your goals and values, and who you want to be.

Unconscious choosing is when you're on autopilot. You default to a Way of Being rather than actively choosing it. In these situations, your unconscious

Being Profitable

ways may not align with your goals and values. You tend to make these unconscious choices when you're not paying attention or when you are fatigued, stressed, emotional, or distracted.

A default, unconscious way of dealing with stress might be to raid the fridge versus a conscious value and goal-driven choice of going for a walk or hitting the gym.

This book is about making the conscious choice to take on 20 specific Ways of Being in your business to become who your clients need you to be.

This discussion about Ways of Being is a deliberate attempt to shift your business development efforts away from a reactive focus on tools and tactics to a customer-centric and systematic approach to marketing and business development.

Ways of Being include things like who you choose as clients, your company culture, and your systems for goal achievement.

The key goals of this work are to accelerate the pace of relationship development and earnings growth.

To be clear, I'm not suggesting that marketing tools and tactics are bad.

Who could argue their necessity? The problem I consistently experience is a focus on tactics out of context with any clear purpose, values, goals, process, or strategy.

The 20 Ways framework is the answer to the chaos and absence of leadership, planning, and accountability rampant in sales and marketing practices. It boils down to starting with the end in mind and practising and systematizing the things that matter in a natural and logical sequence.

HOW THE WAYS WORK

The 20 Ways of Being are practices to own and implement over time as you design, build, and grow your business.

The Ways serve two purposes:

1. As a whole, they serve as a map, providing context for where you're going. They offer a holistic, behavioural, and systems view of business development.
2. Each Way is meant to be something to take on and master. Each new Way of Being builds upon the last. As you master each Way, you become more capable of succeeding in your business development efforts.

The 20 Ways are not strict, rigid, or mutually exclusive. You can, and in some cases will, benefit from working on a set of Ways at once. Remember to consider the Ways in sequence and know that if you take on Way number 20 first, without laying the foundation built in the previous 19 Ways, your efforts will be inhibited by whatever Ways you skipped.

The Ways are grouped into three stages of business development: design, build, and grow.

In the design stage, each Way defines your business more and more clearly. These Ways define your leadership platform (who you are, whom you serve, and what experience you are in business to create).

The Ways of Being in the build stage are about scaling and optimizing the performance of your business.

Being Profitable

The Ways in the grow stage focus on connecting with people and building relationships. They focus on recruiting, enrolling, and earning the loyalty of clients to maximize lifetime value.

If you are a solo practitioner or operate a smaller-scale business, the build stage will be less involved but still important.

If you have a larger mature company, consider each Way in a diagnostic context. Determine whether the absence or misalignment of a Way is inhibiting your success. Ask yourself if you need to revisit your systems, procedures, training, and coaching frameworks to bring about greater alignment, quality, and consistency of practice.

Don't be surprised if you find several gaps and incongruencies in your existing systems. You may find you need to go back to the first few Ways to better define your goals and intentions before moving forward.

To see all the 20 Ways in context, please download the free Ways of Being poster at Accruemarketing.com/20WaysMap.

It's helpful to visualize all 20 Ways of Being at the same time, the way you would view a map. This map is what I started looking for from day one in business. I am excited to provide you with what I was so desperate to find.

I admit that if I had been presented with this map back then, I would not have known how to read it. I would have needed this book and a guide to explain how to navigate and implement the Ways of Being.

Introduction

There Is No Correct Way to Practise

As you are learning about each Way of Being, you might find it frustrating that I'm not giving you a specific action to take.

This is intentional because there are no universal patterns to follow. How you practise a Way will depend on your needs and those of your company as well as the needs of your clients.

What is important is the intention or the purpose behind each Way.

For each Way, you need to ask yourself, "How are we going to develop, adopt, practise, systematize, measure, and refine this Way in our business?"

Each Way represents a leadership opportunity for you to grow into.

Each Way is also a litmus test for new ideas and technologies. When confronted with "the next best thing", ask yourself which Way(s) of Being the tactic fits into. How will you incorporate it into your system to improve your practices and results?

Simply asking these questions will guard against the dreaded random acts of marketing trap that so many fall into.

MAKING THE SHIFT

In my experience as a sales and marketing coach and consultant, the bane of my existence is what I have come to call “random acts of marketing”.

It is safe to say it drives me crazy when I see it, and I see it everywhere.

What Are Random Acts of Marketing?

Random acts of marketing are the ineffective practices of purchasing or engaging in marketing tactics without a clear sense of their purpose, or clarity on how they will contribute.

If you don’t know why or how a marketing activity contributes to your objectives, you’re engaging in random acts of marketing.

In my experience, random acts of marketing are more the norm than the exception. Ask 100 business owners about the purpose of their website or why they’re investing in social media. Ask them how their marketing investments are meant to contribute to their bottom line or how they’ll measure the return on investment (ROI).

You’ll likely get blank stares and some “Gee, I’m not sure” answers.

Ask them the same question about advertising, sponsorships, networking, AI, SEO, video marketing, app development, and just about any sales and marketing tactic you can think of, and you’ll get similar “I’m not sure” responses.

You might defend the business owners and say they’re doing what their people advised them to do.

Introduction

Ask the same questions of their staff and advisors and see if you get different answers. You'll likely get the same "uhms" and "hmms" from them.

Unfortunately, marketing rationales are often driven more by trends and personal interests than by customer experience design or business objectives.

Fortunately, you can break from this reactionary approach. You can choose to lead with a purposeful and systematic approach to business development using the Ways of Being to guide your decisions.

How To Make The Shift?

You make the shift by reconsidering how you approach business development investments.

It comes down to asking a few simple questions.

1. Why are we considering this activity?
2. Which Way will it contribute to?
3. How is it meant to add value or address a gap in our system?
4. Is it an experiment, or are we committed to making it work?
5. Is there another part of our system that needs attention first?
6. What else must we have in place for the tactic to work?
7. Do the economics make sense?
8. How will we know if it's working?

If you can't answer these questions, hold off until you can.

CLOSING THOUGHTS

The 20 Ways are intended to help you understand and confidently invest in business development.

Being attentive to the 20 Ways will help you take greater ownership over business development by helping you do the right things in the right order to maximize results.

The Ways will help you become more systematic and make you more resistant to being sold on pet projects, magic bullets and quick fixes.

Beyond this, my personal goal for you is to feel a sense of power and confidence in where you're going and how you plan to get there.

I'm also hoping these conversations about Ways of Being will spill over into your private life; specifically, how you approach things like personal leadership, self-mastery, relationships, and parenting.

I've found the Ways of Being to be a powerful construct with far-reaching implications in my own life.

I hope you found these conversations valuable, and I invite you to expand your understanding with the many resources shared in this book and on the Accrue Marketing website.

Visit AccrueMarketing.com/free-marketing-downloads/ and please join us in conversation at AccrueMarketing.com/Blog/

Founders & Business Leaders

Stop Avoiding Business Development

It is highly likely that you're not investing strategically, building a system or allocating resources where they are most needed.

It is more likely that you are engaging in random acts of marketing and hoping for the best.

Why? Because business owners often make too many assumptions about sales and marketing. They assume their marketers are thinking like owners, managers and investors, while abdicating responsibility to them.

Implementors often mistakenly assume that owners are giving them well-founded direction and do what is asked of them. These mutual assumptions compound and result in a leadership and accountability gap, misdirection, waste and financial loss.

Being Profitable bridges this accountability gap by preparing you to lead and direct your business development efforts.

This book is a roadmap and a guidebook to help you understand the business development journey. It provides context, purpose, an order of operations and resources to help you navigate and lead program development.

Being Profitable breaks your journey into 3 Stages and 20 Ways of Being. The goal is to get you clear on your purpose and focused on turning sales and marketing into a system that drives earnings growth.

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