PLAN YOUR GO-TO-MARKET INITIATIVES
While the primary aim of marketing should be to generate hot, well-qualified leads to pass to sales for conversion, there are other ways that you can help the sales team too.

The most critical aspect in aligning sales and marketing is to have an agreed understanding of the revenue funnel and agreed common metrics for measuring success.

In a new market, there are likely to be many new challenges for sales, including unfamiliar competitors, a target audience who isn’t familiar with your product or service proposition, and new indirect routes to market to.

Marketing can help sales to help themselves in many ways, including:

- **Competitor cheat sheets**: Detailing competitor weak points and ways to win against them.
- **Prospecting email templates**: Sample emails that match your marketing messages.
- **Target account profiling**: Working with sales to identify the top 20-50 accounts to pursue, and establishing an account-based marketing plan for each one, augmenting existing knowledge with third-party data about each customer to create a fuller picture.
- **Online demo support**: Providing email invitation templates to live online demos.
- **Lead prioritization**: Using lead scoring tools to identify the super-hot, top-priority leads that are both ready to buy and fit well into your company’s target demographic.
- **Partner enablement materials**: Key messages, templates and content to help partners sell.
- **Objection-handling materials**: Slides and other content to answer prospects’ FAQs about your product or service.

While every business and every market segment will be different, these are just a selection of the ways that Marketo’s marketing organisation was able to smooth the path for the local sales team. (Our sales team also had a lot of help from Marketo Insight, a fantastic dashboard-based tool that lets them see and focus on the hottest leads for maximum conversions.)
2. ESTABLISH YOUR LOCAL WEB PRESENCE

Before you enter any new international market, you’ll need to plan and establish your local or regional web presence. This is likely to mean creating a dedicated website for each country, localised landing pages and pay-per-click campaigns to drive traffic to your web content.

The more relevant and accessible you can make that content to local markets, the more successful you will be. We recommend carrying out three critical activities as soon as you possibly can:

1. Register local domains
   Register all the relevant top-level country domain suffixes for your domain and keep future expansion in mind as well as the countries you’re moving into today.

2. Develop local content
   Decide your initial go local strategy, whether that’s full website translation and localisation of content, or ‘lighter’ sites with links back to your homepage content below a certain level. A key focus here is to develop local versions of corporate content that will resonate with your new market, including localised pricing, customer examples, contact numbers, blogs, etc.

3. Get optimising
   Make sure your sites and content are optimised for search – and remember, not every country has Google as its favourite search engine (see sidebar p18), so make sure your SEO strategy takes account of leading regional and national search engines too.

   **Go Local tip:**
   Pay-per-click campaigns, landing pages and registration forms will need to be localised too, to ensure that searchers in your target countries are served with relevant content and contact details, and are able to enter details like phone numbers and postal codes accurately into registration forms.

   “OF THE SIX BILLION PEOPLE AROUND THE WORLD, AT LEAST 70% WON’T UNDERSTAND A SINGLE WORD OF ENGLISH. OF THE 30% WHO REMAIN, THEY MAY NOT SPEAK ENGLISH WELL, AND MAY NOT GRASP THE FULL MEANING OF MARKETING OR AD COPY.”
   ZOEY COOPER, POST ADVERTISING, THE IMPORTANCE OF LOCALIZATION, OR LOCALISATION

   “IT’S NOT ENOUGH TO HAVE A WEBSITE IN THE LOCAL LANGUAGE AND THEN SIT BACK AND EXPECT THE TRAFFIC AND SALES TO COME FLOODING IN. YOU NEED TO IMMERSE YOURSELF IN THE LOCAL MARKET AND IDENTIFY THE KEY DIFFERENCES BETWEEN THERE AND YOUR HOME TURF. THESE ARE OFTEN DIFFERENCES BUSINESSES FIND TOUGH TO OVERCOME, BUT THE EFFORT WILL ENSURE REWARDS ARE THERE.”
   CHRIS BISHOP, ECONSULTANCY, SEVEN TIPS FOR GLOBAL ECOMMERCE
HOW WE DO IT

The illustration below shows how we rolled out our local web strategy over the first few weeks.

ADDITION OF NEW LOCAL CONTENT AS IT BECOMES AVAILABLE

WEEK 00

http://
DOMAINS
REGISTERED

A
DYNAMIC IP LOOK-UP
SHOWING LOCAL PHONE
NUMBER ETC

LOCAL PPC LANDING
PAGES LIVE

WEEK 04

TOP 3 SEARCH ENGINES – GLOBAL

1. GOOGLE 81% MARKET SHARE
2. BING 7% MARKET SHARE
3. Baidu 6% MARKET SHARE

Source: www.netmarketshare.com, April 2012

TOP 3 SEARCH ENGINES – CHINA

1. GOOGLE 45% MARKET SHARE
2. Baidu 42% MARKET SHARE
3. YAHOO 4% MARKET SHARE

Source: www.netmarketshare.com, April 2012

TOP 3 SEARCH ENGINES – RUSSIA

1. Yandex 60% MARKET SHARE
2. Google 26% MARKET SHARE
3. search.mail.ru 9% MARKET SHARE

Source: www.liveinternet.ru, April 2012
When building out sites in new regions, what is the best approach for a company to adopt in terms of website structure – TLDs (top-level domains), subfolders, subdomains?

The best approach for country-specific performance is to register the TLDs. In terms of signal strength in Google’s algorithm, this is by far the strongest factor. However, the second best option would be to create a file under the root domain targeting each location – which could be implemented as either subdomains or subfolders, for example: http://uk.example.com or www.example.com/uk. You can then use Google Webmaster Tools to geotarget these against the correct region.

Personally, I’m not a fan of subdomains and have always found them to struggle in terms of inheriting the authority of the main domain, but you can still make these work if subdomains were required for certain reasons (e.g. brand, technology, etc.).

Are any of these the preferred method in terms of SEO performance?

TLDs seem to hold most weight and the proper use of the hreflang (http://support.google.com/webmasters/bin/answer.py?hl=en&answer=189077) can help authority pass from the canonical domain.

Do any of these affect the click-through rate from Google, in particular around how user perception of subdomains may differ across countries?

I haven’t seen any significant evidence to suggest either type has a higher CTR. The only issue I can imagine is that if you have a strong brand using a subdomain may distract the user from the brand name.

How can a business ensure Google shows the correct website for each region e.g. the UK site for Google.co.uk, the French site for Google.fr?

Over the past 12 months Google’s been introducing a mark-up that they now understand and use to generate listing within their index. One of those introductions was the hreflang tag (http://support.google.com/webmasters/bin/answer.py?hl=en&answer=189077) that tells Google which language and country a particular URL should appear in.

Using this along with a TLD/Directory and Webmaster Tools geotargeting is just about fool-proof.
Q&A
TIM GRICE

If a business targets multiple English-speaking countries – for example the US, UK, Australia – what problems could they encounter from duplicating their core site for other regions? Will Google penalize them? There’s a chance rolling out duplicate sites in different locations will harm your rankings across all sites. However an easy way to prevent this is by implementing the hreflang tag (above) along with a canonical link back to your master domain. The best implementation I’ve seen of this is laptopsdirect.co.uk.

For companies who use their blog as a source of inbound traffic from Google, do you feel there’s a benefit in having a blog for each region they target or simply using the one blog to post regional content? It depends on the industry. However, blogs are to be used to help establish your website/ business as the authority in any particular industry. As long as the fundamentals of the business are the same internationally then you can simply translate your blog posts and split it into regions.

Again, the hreflang can be implemented to help users detect the right content.

What are the biggest mistakes you see companies make when implementing an international SEO strategy?
The main mistake is probably the targeting, especially across same language countries. People presume because countries speak the same language their site should automatically rank in that country, for example, .com for the UK and US.

The other big mistake comes when link-building, you need links from websites in the same country. However, a lot of SEOs take the easy option and build links from English-speaking sites to German/French sites, etc.

How important is your technical infrastructure in terms of international SEO? In particular your CMS and translation workflows?
Your CMS should have the ability to enable different language versions, with a relevant optimised URL and an easy implementation of the hreflang.

If you could leave us with one tip for international SEO success, what would it be?
Use hreflang to help Google differentiate between your different regional websites.
3. EVENTS: GO WHERE THEY GO

A web presence is all very well, but if you really want to make a splash with your new target audience, you'll also need to go where they are going.

Participating in relevant events – whether a third party's or hosting your own – is a great way of meeting a lot of people face-to-face, gathering names for your marketing funnel, and starting to build relationships with prospective buyers. At the same time, events can be a significant drain on resources, so it's a good idea to draw on other local teams to help with key activities before, during and after the event.

While the exact mix of events will depend on your target audience, objectives, and budget, it's likely that you'll want a mixture of big and small events across the following event types:

- **Own events:** The events that you organise and manage for your own brand.
  - **Pros:** You control the content, have a captive audience, and can dedicate as much time as you like to your own products and messaging.
  - **Cons:** In a new market, you may not have the brand recognition, contacts or marketing resource to attract enough delegates of the right calibre. You may invest a lot of budget for little return.

- **Industry trade shows:**
  - **Pros:** More cost-effective than organising your own events. Large, relevant audiences are generally guaranteed.
  - **Cons:** You must compete for attention with all of the other speakers and exhibitors. Delegates are not usually in active buying mode, so prospects may take a long time and a lot of effort to convert.

- **Analyst events:** Events organised by industry analysts to explore a single hot topic or current trends in a given area.
  - **Pros:** Can attract a targeted audience of senior decision-makers.
  - **Cons:** You can’t control the advice the analysts give – and it might not align with your own story!

- **Partner events:** Events organised by your business partners for their customers and prospects.
  - **Pros:** More cost-effective than organising your own events, with a high proportion of potential customers in attendance.
  - **Cons:** Less airtime for your own products and services than with your own events.

Create a database of relevant events for your first 100 days, listing the criteria that matter to you: number of expected delegates, delegate profile, cost to exhibit, cost to speak, cost to sponsor, etc. From this you can prioritise the events that deliver the most value for the available budget, and create an event marketing plan and calendar that maximises your available budget.

Once you have your events plan, you can get to work developing your content, designing your stand, training your events team, identifying suitable spokespeople and topics, and reaching out to attending delegates and journalists via social media. So that when each event rolls around, you’re ready to just push the button and go.

**Go Local tips:**
Ensure any supporting materials are translated into relevant languages in time for each event. For non-English-speaking audiences, identify speakers who can deliver presentations in local language. Subtitling into English can be a very cost-effective way of repurposing video footage from local-language events for a wider audience, as well as improving its online searchability. Remember your pre-event activity and post-event follow-up are equally if not more important that what you do on-site. See the Marketo events guide for more best practice here.
HOW WE DO IT

How we got 200 people to our first Marketo event in Europe

Events are an important part of any market entry. They’re a great way to interact with customers and prospects, to turn mild interest into real leads and to build your brand.

But our own program analysis tells us that events can be an expensive way to generate leads – if that’s all you want to do. Add in the customer interaction goal, though, and it’s hard to beat a live event. And when you run your own, the entire audience is yours for the duration.

Here are our lessons from our first Revenue Rockstar event in London:

Set the goals up front – for attendance, target audience and revenue impact.

Pick the right theme, content and format – Our ‘Revenue Rockstar Tour’ helped generate buzz and told people this was going to be about the bottom line. We then built the day around customer sessions, thought-leading keynotes, customer stories – and a happy hour to wrap things up.

Use a multi-touch promotional plan – We used a “big bang” launch followed by individual invitations timed three weeks, one week and two days out, plus reminders by email and phone.

Segment the data – We invested a lot of time and effort getting the lists right and the data clean, using our own demographic scoring (and location data) to ensure we were inviting the right people.

Follow up quickly after the event – We sent CDs full of content right away and followed up with the presentation slides after, along with a delegate survey. (And make sure the sales team knows who attended!)

Spin-off your large events – We complemented our large Revenue Rockstar event with a series of smaller Revenue Rockstar-Unplugged events (one per month).

Scale, leverage and automate – Once you’ve got an event template, re-use the programme for future events. We were able to leverage similar US events, cloning and localising the automated program flows.

Measure everything – Measuring is in our DNA, so we tracked ROI by looking at numbers invited, registered and attended; quality and buying stage of attendees; and new opportunities created by the event.

“EVENT MARKETING ACCOUNTS FOR ONE FIFTH OF MARKETING BUDGETS.”
BTOB MAGAZINE, STATE OF EVENT MARKETING, JULY 2011
Here’s the timeline we used to plan our events schedule in our first 100 days, featuring a mixture of our own Revenue Rockstar and Rockstar Unplugged events; partner events such as Salesforce.com’s Dreamforce and Cloudforce; and analyst and industry events organised by Sirius Decisions.
4. BUILD
THE DATABASE

The most important thing you can do in the first days of entering any new market is to start building a solid database of leads and prospects.

Here at Marketo, we’re pretty strict on what constitutes a lead (see sidebar), so we prefer to think of the initial name-gathering exercise as just that: gathering names to put into the top of your marketing funnel. What’s important is that you start getting those names in there as soon as possible, then use lead-scoring and lead-nurturing tools to start turning them into engaged, interested parties who are willing to buy from you.

(For best practice in lead scoring and lead nurturing, read our Definitive Guide to Lead Scoring and Definitive Guide to Lead Nurturing.)

So how do you go about getting those names into the database? You’ll undoubtedly have an armoury of demand-generation tactics at your disposal already, but here are some of the ways we started building and using our EMEA database:

Third-party email broadcasts:
Promoting your content via relevant and established email blasts sent out by local publishers, media companies and other third parties. These should link back to a landing page of your own, so you can capture basic contact details for your database.

Webinars:
Webinars are a great opportunity to engage with local thought leaders and increase your influence in the region by presenting on hot topics together. These influencers will promote the webinar to their community to help drive awareness and attendance.

Market example:
We partnered with Tamara Gielen of Plan to Engage to present a regionally-focused webinar on B2B Email Marketing and Lead Nurturing Trends for 2012. The webinar attracted 140 attendees, of whom 108 are now scored as prospects in our database.

Go Local tip:
If you’ve got a great webinar schedule in another time zone, there may be an opportunity to repurpose that content by running a similar webinar in the right time zone or simply promoting the original webinar recording if the topic and language are right for your new target audience.

When is a Lead Not a Lead?
At Marketo we score all incoming leads using a combination of demographics, lead source information and behavioral scores. Demographics deliver a score between 0 and 30 points. From there, each behavior is assigned a point value, from 1 point for a web page visited and email opened to 15 points for searching for ‘Marketo’ on Google.

Qualified leads with fewer than 65 points are called ‘Prospects’ and receive further nurturing. Those with over 65 points are called ‘Leads’ and are sent to telesales for further qualification.
Email marketing:
Outbound nurturing emails to engaged prospects already in the marketing database, promoting relevant new content and offers. A good marketing automation system can make all the difference here, by enabling you to create personalised nurturing campaigns that are tailored to your prospects’ interests based on their previous engagement and interactions with your company and website.

Social engagement:
Using the new breed of social marketing apps, to encourage social sharing of your content, track who engages with your content on social platforms, and feed that information back into your lead scoring and nurturing programmes.

Content syndication:
Making your content available on relevant third-party websites your target audience is already visiting.

Lead Nurturing:
Regular communication to prospects in the database who are not yet ready to buy. Sending relevant content and personalised offers – based on the prospect’s behaviour and level of engagement – builds a relationship over time and gives them more reasons to buy.

Go Local tip:
Make the effort to localise nurturing emails, e.g. by including local customer proof points, language appropriate to your target market, references to events being held in relevant locations and time zones, and most importantly, local contact details.

Market example:
We syndicated content including white papers, webinars and Definitive Guides to popular local marketing publications (see right).
PLAN YOUR
GO-TO-MARKET INITIATIVES

HOW WE DO IT

Here are the tactics we used to build up our EMEA database in our first 100 days:

- **Demand Gen Plan Agreed**
- **Email Broadcast #1**
- **3rd Party Sponsorship**
- **Content Syndication Channel #1 Enabled**
- **Email Broadcast #2**
- **Initial Partner Campaign Kick-Off**
- **Content Syndication Channel #2 Enabled**
- **Email Broadcast #3**
- **First EMEA Webinar**
- **Email Broadcast #4**
- **Roll Out Top Campaign From HQ**

**WEEK 00**

**WEEK 04**

**WEEK 08**
5. COMPELLING CONTENT

Smart marketing teams will already know how high-quality content can generate demand and guide leads through the sales funnel until they’re ready to convert into buyers. As you enter a new market, the content you develop for that market is of critical importance.

Just as in your regular marketing activities, the key is to get a good mix of new and re-purposed content, so you’re not wasting precious budget creating new assets if you already have existing material that’s relevant to your new audience.

Any new content you create should be developed with an eye to re-using and re-purposing it in future, either in the same market or in your organisation’s wider global marketing initiatives. For example, a practical webinar can easily be turned into a how-to guide, or a “top tips”-style blog post. We call that multi-modal content, and it ensures you get the most bang for your marketing buck – plus it means you don’t have to reinvent the wheel every time you need new content.

We find the best approach is to map your content to stages in your customers’ buying cycle, and manage access to it accordingly. For example, you may want to make early-stage content, “information-gathering” content – such as best practice guides – free to access, but then ask for registration details when a prospect wants to access something – such as a product demo video or a technical webinar – that indicates they are considering a purchase more seriously.

By segmenting your content in this way you will be able to score leads more accurately according to whether they’re accessing early, middle or late-stage content.

The type of content you create will be dictated by the needs of your target customers, but we found that a mix of the following helped to quickly build brand awareness and generate demand for Marketo across a mix of marketing channels:

**Blogs.** Blog posts are a brilliant way to build content quickly, and are vital for driving a steady stream of search traffic for keywords and phrases you want to be found for. We recommend blogging at least once a week on a relevant topic – and by ‘relevant’, we mean topics that will be helpful and useful to your audience, not about how great your business and your products are. If you can demonstrate thought leadership on a relevant topic through your blog, you’ll earn the right to ‘sell’ to your audience a little further down the road.

Don’t just limit yourself to your own blog – try to get a guest blogger spot on one or more relevant third-party blogs, too. They may have much more influence (and much more traffic) in your target market than your own – at least to begin with!

For more advice on the kind of themes and approaches you should consider covering in your blog posts, read The CMO’s Guide to Inbound Marketing. For an example of an EMEA blog post, check out our post Strategies for B2B Marketing in a Recession.

**Go Local tip:** When writing for a specific country market, make your blog post content relevant to that market – e.g. by using local customer examples, quotes from locally-influential third parties, or anecdotes based on your experience in that country.
eBooks.
eBooks are a great vehicle for promoting your expertise and thought leadership in a way that can be used across multiple channels, and in outbound campaigns as well as inbound.

Pick a topic that’s of interest to your audience, have your top expert write a readable and engaging how-to guide, workbook or checklist to help your audience become experts in it too, get it attractively designed, and promote it in as many ways as you can.

Link to it from your blog, tweet about it, post it on your Facebook page, email your nascent database about it, promote it through third-party eblasts, profile it on your homepage, ask other bloggers to review it, with a link…the options are limitless.

But however you promote your eBooks, make sure you bring people to a dedicated landing page where they can download it, so you can capture the traffic and measure the performance of different platforms in sending that traffic. And if you want to ask for contact details at this stage, a simple registration form will let you capture names and email addresses for your database too.

Webinars.
Whether audio or video, live or archived, webinars can bring your product, service or area of expertise to life for people who prefer to watch or listen to content rather than read it.

A webinar can cover anything from a technical product demo to a conversation between your leading expert and a customer or industry influencer on a current hot topic – but its general tone should be educational.

Live webinars, where your audience can put questions to the speakers, can be great for gauging levels of interest in your organisation and for getting better insight into the topics that matter to your target market. It’s also a great way of building relationships online with a chance to follow up directly afterwards.

Marketo example:
In October 2011 Marketo EMEA delivered a best-practice webinar with a third-party expert, Duncan Smith of iCompli, on the ramifications of the new EU and US data privacy laws – a hot topic for our customers and the cause of a lot of confusion over the new rules regarding cookies. Then we wrote a whitepaper and blogged about it too. In our lead scoring system, we allotted 10 points to people who attended the webinar, and five points to anyone who downloaded the accompanying white paper.

“USE TOOLS LIKE GOOGLE INSIGHTS TO DISCOVER WHERE THE CONTENT GAPS ARE AND REALLY FIGURE OUT THE 10 TO 1 STORYTELLING STRATEGY. FOR INSTANCE, HERE’S THE STORY, AND HERE’S WHAT THAT IS GOING TO LOOK LIKE ON SLIDESHARE, PINTEREST, TWITTER, MY E-NEWSLETTER, AND IN MY PRINT PUBLICATION.”
INTERVIEW WITH JOE PULIZZI, THE CONTENT MARKETING INSTITUTE
How-to guides.
Whatever your business does, and whatever market you’re moving into, there’s bound to be at least one area where you’re the stand-out experts in the field. (If not, you might want to question the point of your business!)

Identify that area, then build a name for your organisation as the undisputed experts by writing a hands-on guide to it. You should aim to produce something that is of genuine help to your target audience, and which positions your organisation as the go-to expert on that topic. You may want to check with HQ to get valuable insights. Once you’ve got your guide, promote it in all the same ways as your ebooks.

**Marketo example:**
Our [Definitive Guide to Marketing Metrics](https://www.marketo.com/guide/marketing-metrics) – published in July 2011, has been downloaded almost 10,000 times to date – and hundreds more hard copies have been picked up from our exhibition stands.

Video.
Video is emerging as one of the most compelling and powerful ways to promote your business – and its power is only going to increase as technologies emerge to push online video to traditional television screens. As 65% of people are visual learners, a short video can have more impact than a 2,000-word eBook or written customer case study.

**Marketo example:**
Our [Houston, We Have a Problem video](https://www.marketo.com/campaign/houston-we-have-a-problem) demonstrates the power of lead scoring in just 90 seconds. It’s been viewed over 3,000 times on YouTube in five months.

The style and content of your videos are up to you, but we’ve had success with lots of different formats, including customer testimonials, product demos, “what is...?” guides and “how to...” tutorials. For more about using video in your content marketing strategy, read our blog post How to Optimize Your B2B Marketing and Sales with Online Video.

Once you’ve established what content you are going to create to support your market entry, you’ll need to build a comprehensive editorial schedule for creation and rollout. You may find it helps to build this plan around monthly themes to build your traffic for certain keywords – see our CMO’s Guide to Inbound Marketing for more detail.
HOW WE DO IT

Here’s the timeline we used to develop and roll out localised content in our first weeks in Europe:

- **REGULAR BLOG CADENCE**
  - WEEK 00: GET BLOGGING
  - WEEK 04: EMEA VIDEO
  - WEEK 08: CUSTOMER VIDEO TESTIMONIALS

- **LEVERAGE HQ GENERATED CONTENT WHEN IT BECOMES AVAILABLE**
  - WEEK 00: GET TWEETING
  - WEEK 04: FIRST EMEA WEBINAR
  - WEEK 08: EBOOK #1

- **PUSH CUSTOMER CONTENT AS IT COMES AVAILABLE**
When entering a new region, what kinds of things would you do to start to fill the top of the sales funnel?
I’d build a target prospect list made up of any local outposts of existing customers plus organisations that fit our ideal prospect profile. If my business had a strong partner contribution I’d also be looking to establish local relationships with the offices of existing corporate partners. I’d review all the web leads and other expressions of interest from the territory and prioritise them for follow up using clearly defined criteria. And I’d get some form of targeted local demand generation underway - probably using either inside sales or outsourced telephone based prospective.

How would you track progress in a new market penetration program? What metrics would you want to look at?
Number and value of opportunities by stage is the obvious metric, in additional to revenue generated.

How is entering a new geography different from entering a new vertical?
When entering a new geography you can generally leverage the learning from your success in other markets, with a modicum of tuning to match local conditions. New vertical require significant preparations in identifying the issues in those new verticals, and in making sure that you have strong product-market fit. If you’re moving into an adjacent vertical you can normally leverage more of what’s worked in your existing verticals.

What is the role of content in entering a new market? How important is it to translate that content for the new region?
Content is important in any complex sales environment. The need for translation depends on the expectations of the local market. I’d prioritise translating materials according to their role in the buying decision process – start with top-of-funnel material and key product capability data sheets. But I’d also look to contributing thought leadership pieces to locally-relevant media.

How do you track progress in a new vertical? What metrics would you want to look at?
Number and value of opportunities by stage is the obvious metric, in additional to revenue generated.

If you could give companies that are about to enter a new market one piece of advice, what would it be?
Do your research, and focus very hard on winning those all important initial sales.
6. CUSTOMER ADVOCACY

Few things are as compelling as a customer who’s bought your product or service and absolutely loves it. While thought leadership content will help to establish you as experts in your space, positive customer testimonials are the things that will convince other prospects to buy from you.

This is doubly important in a new market where your products and services may be unknown and unproven. In the first 100 days, one of your key aims should be to identify key customer advocates and work with them to make that advocacy as visible and compelling as possible. They are the ones that can help you drive local traffic to your local website.

Your organisation will already have some early customers in the new market – they’re one reason you decided to move into the market in the first place. Work with sales to bring those customers on board as advocates, drawing up a database of which customers are willing to participate in which activities. Some will be happy to do everything from video testimonials to accepting site visits from prospects, while others may only be happy to provide a quote for a press release or presentation.

The key is to deploy each customer advocate in the way that has the maximum impact, without overburdening the customer with requests or over-exposing them to your target audience. That means looking for ways to re-use and re-purpose the customer testimonials you have before going back to the customer to ask for more.

You may also want to start a local user group to get your customers talking, connecting and sharing best practice.

Marketo Example:
Our EMEA customer testimonial video takes snippets from individual customer videos to create a montage of happy customers explaining how Marketo has helped them succeed.
HOW WE DO IT

The timeline on the right shows how we generated and deployed customer testimonials in our first few weeks in EMEA:

**ADDITION OF NEW LOCAL CUSTOMER LOGOS TO EMEA WEBSITES AS THEY SIGN UP**

- **WEEK 00**
  - Candidates identified
  - Agreement secured with initial list
  - Approach and priorities agreed
  - Initial interviews kick-off

- **WEEK 04**
  - Wave 1 content reviewed and approved
  - Possible customer momentum release

- **WEEK 08**
  - Customer speakers confirmed for events
  - Videos recorded at events

**PLANNING YOUR GO-TO-MARKET INITIATIVES**
So far we’ve focused on marketing directly to your target audience in your new market, but you’ll also want to create buzz around your brand by ensuring that key influencers know you’ve arrived and are primed to talk about you.

There are many different types of influencers, and it pays to reach out to as many as you possibly can. Some key influencer types (some may fall into more than one of these categories) include:

**Fans:**
Die-hard fans of your brand, product or service, who are always happy to talk about how great you are, in the real world and on their social media platforms of choice.

**Journalists:**
Influential journalists covering your space in the mainstream (professional) media.

**Bloggers/Tweeters/Facebookers:**
Amateur or professional social media users who cover your space in an editorial or quasi-editorial capacity, or who are influential on a given social media platform.

**Analysts:**
Industry experts whose job is to provide independent insight on your market space, or to advise buying organisations on suitable products, services and companies to shortlist.

Unless you have a huge marketing team at your disposal, you’re probably going to need some outside help in identifying who those influencers are, and reaching out to them to build awareness of your brand in your new market.

Your existing PR agency or agencies may be able to help if you’re moving into a new industry or market segment, but if you’re moving into a new geographical territory, you’ll get the best results by appointing a local agency with strong links to press, analysts, bloggers and other influencers.

Once you have your agency support in place, work with them to identify the key influencers in your new target market and to draw up an influencer marketing plan. This should tie in with your content calendar, events calendar and any existing PR, AR and social media plans your organisation has in place.
HOW DATASIFT DOES IT

DataSift is a social data platform for building applications that analyse data from across the Social Web. DataSift launched at the end of 2011 and within three months was building major buzz, being featured on BBC News and across tech and main news sources.

While every company has different ammunition to build buzz, there are a few repeatable things that DataSift did to build awareness and momentum in the market.

**Momentum, Relevance and a Point-of-View**

DataSift CMO Tim Barker learned his trade at Salesforce.com, where he ran European Marketing. The mantra there was “relevance, momentum and point of view” as the key values to focus on to grow in the market.

Unless you have a relevant message for the market (and especially for journalists and bloggers) – you don’t have a story. Unless you’re demonstrating growing momentum – you’re yesterday’s news. And unless you have a point of view that sets you apart – you’re an also-ran.

In planning news and launches you need to build around these three themes. For example, one of our biggest wins was the news on our funding – a story of growing momentum for us and the industry.

**You’re transforming an industry, not just filling the pipeline. Act like it.**

If you’re changing an industry, you need to act like it. We launched BigDataWeek (www.bigdataweek.com) as a community-driven initiative to promote the Big Data industry in a series of 50+ events in 9 countries. As the founding organisation in this initiative, we were able to promote how DataSift is driving the industry.

This also opened up some incredible opportunities for us, including hosting a Twitter Q&A with the CTO of the White House.

**Get your execs to build their Twitter profiles, it pays back.**

We’re lucky to have a CEO that ‘gets and lives’ social. By having your CEO comment on industry specific trends and news, you increase the chance of an opportunity to be interviewed by the press as part of a breaking story (they use Twitter too, remember). We’ve been featured in the BBC and WSJ as a result of our CEO being an industry figure with an opinion!

**Trend-jacking**

What’s the big upcoming news that you can create a story around and pitch? For example: we correlated stock price vs. Twitter sentiment using our own platform on the day of the Facebook IPO to demonstrate how social has become the ‘pulse’ of the planet.
The diagram on the right shows how we rolled out our initial influencer marketing initiatives in EMEA:

**How We Do It**

- **Week 00**: Appoint PR Agency
- **Week 04**: Map Your Influencers
- **Week 08**: New PR and AR Strategy Agreed
- **Week 08**: Social Media Strategy Agreed
- **Week 08**: UK PR Plan Kicks Into Action
- **Week 08**: Official UK Market Launch

**Plan Your Go-to-Market Initiatives**
**Q&A**

**RENÉ POWER**

How important do you feel content is to a company’s online marketing strategy and how is it changing?

Content is everything. Engaging audiences that trust and transact depends on offering them relevant and useful information that informs, educates, entertains and persuades. Technology and the Internet are great facilitators but far too many companies are still adopting kitchen sink broadcast techniques rather than letting their great work, customer testimony and insight do the job for them. The companies that are winning in content are recognising the need to really understand content from the customer’s perspective.

What do you think are the biggest challenges a company has when trying to create compelling content and how should it address them?

Companies have lots of content assets and really need to think outside the box to creatively repackage and re-deploy good content in multiple formats. Successful content marketing strategies reformat content in a variety of ways whether written as press releases, web news, blog posts, as group discussions, polls, research, as a presentation, Slideshare, interactive PDF, newsletter, webinar or as video, animation or audio podcast. The generation of content can be free, but the time investment is significant so not starting from scratch – and establishing a calendar that guides development and focuses resources – is a good approach to take.

How important do you feel content is for a successful social media strategy? Can you have one without the other?

The destination of the click is the most powerful part of a social media strategy. Companies with engaging social media profiles utilise a mixture of broadcast, shared and curated content. The trick is to become known for commenting on specific topics and building an audience interesting in coming to you for it.
What has been the biggest impact social media has made on a company's approach to online marketing?

Social media acts like online word of mouth. So it is having a significant impact on how companies approach online marketing and will impact business even more so in the future. Brands large and small alike can go viral or be devastated by negative Facebook and Twitter campaigns. YouTube paved the way for video to be introduced as a viable communications medium for companies to bring products and services to life and is now intrinsic to online communications whether it is showreels, video blogs, recorded presentations, customer case studies or other video content.

How do you feel social media has influenced the way consumers purchase online? Has it had any impact?

With social media providing a fast-paced word of mouth dimension to online discussions, consumers can quickly canvass opinion on companies from their networks. Knowing that negative feedback spreads rapidly, consumers are purchasing online with new-found confidence.

What challenges do companies face when trying to expand both their content and social media strategies globally?

Global obviously means more languages and an acceptance that not everyone uses Google, not everyone uses Facebook (yes it’s true) and regional platforms like RenRen and Baidu dominate in other parts of the world. Different content and content types are preferred depending on the audience, the sector they operate in, where they are geographically and how sophisticated they are digitally.

How important is influencer marketing for companies?

In most business-to-business markets, influencers, intermediary and third party promotion is a significant part of the selling process. Whether this is bloggers, the media, distributors, agents there is often a requirement to bring other partners on board – so much so, some marketing visionaries are adding ‘partners’ as the 8th marketing P – in addition to price, place, product, promotion, process, people and physical evidence.

If you could give companies one tip for their content/social media marketing strategies, what would it be? Audit what you have and see how it solves problems for your target customers. Then drip release it using a calendar to manage it.

What’s next, where do you see content/social media going?

Content is still niche. Lots of people are talking about it, but few companies are doing it, and even fewer are doing it well. What’s next is more companies taking it on, reviewing the sales collateral, PR material and other content to help position themselves as experts in what they do.
THE DEFINITIVE GUIDE TO INTERNATIONAL MARKET ENTRY AND EXPANSION
FIVE ESSENTIAL STEPS FOR THE FIRST 100 DAYS

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