

# Case-study: driving business growth

**Emma Falkner**  
LEADERSHIPCONSULTANT

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“I met up with my accountant yesterday; what a great year I had!

My turnover went up by 50%.

Expenditure stayed the same with the exception of web design & maintenance, and your fees which have more than payed for themselves!”

**Emma Falkner, Owner**

## Summary

Emma Falkner is a successful leadership consultant. She helps leaders in Local Authorities and the Third Sector address the real issues holding them back, through effective leadership development, coaching, training and facilitation services.

When Emma met Kara, Emma had positioned herself as a coach and trainer. As a result, she was investing too much valuable time chasing delegates to attend her public courses. She was working on lots of lower paying coaching and training jobs rather than larger projects with leaders. She needed a new vision to focus on the right sort of clients to grow her business.

Kara helped Emma to review, plan and apply a new strategy which achieved 25% growth in turnover just 6 months after implementation, and then a 50% growth in turnover within 18 months, with no significant increase in costs.

Kara helped Emma achieve a different, more effective result. She could impact more people, across more organisations, with great personal reward to herself and her business.

It wasn't always this way...

### Lack of focus – too busy to find it

Having not had time to do any marketing for a year, Emma wanted marketing support. She felt Kara's insightful, methodical marketing approach would help her refocus.

Emma felt she was running around in circles without clarity. She was primarily delivering tactical training and coaching services (only two of the learning and development tools she has at her disposal) to individuals rather than teams. Emma is very values-driven; she had focused on the Not for Profit sectors because she wants to positively contribute to society but working at a tactical level was leaving her frustrated.

She felt the answer to her problem was to scale up, and increase her impact, by recruiting another member of staff or converting her public workshops into e-courses.

However, before she embarked on either of these, Emma asked Kara to review her business and develop a marketing plan for it.

**“...I was running around in circles... I needed clarity about what I was doing and why...”**

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### Taking a big picture view to get to the root of the problem

Taking nothing for granted, Kara's approach was to 'plan, review then implement' a new marketing strategy. Starting with an audit, she asked tough questions to help Emma see the bigger picture. She needed to discover why Emma's pricing model wasn't working and how Emma compared to competitors.

Analysis of Emma's data identified those products and clients which were not delivering enough profit for the time and emotional effort invested in them. Clearly, Emma needed to reposition her business.

## Emma's lightbulb moment – discovering her true identity

In her heart, Emma knew she was a Leadership Consultant.

Whilst she loves working with individuals, she knew that to have the greatest impact, she had to work primarily with leaders, who would then positively influence whole teams, departments and organisations. That way she could add more value to more people, charge premium prices and feel a greater sense of personal pride.

Once Kara helped Emma ascertain that she was a Leadership Consultant, Emma immediately started attracting more influential clients, who place huge value on what she offers.

Sales rocketed by 13% in a matter of weeks, even before Kara had begun to fully implement the suggested marketing plan. By year end, Emma had achieved an impressive 25% increase in sales.

**“The biggest result that stands out for me is reframing my vision of what I can do for my clients and the problems I can solve for them.”**

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## Next: a tactical plan to adjust the market's perception

Kara's detailed review gave Emma a clear focus.

Strategically, she now knew what her business was about, with whom she should work and how she could help them. Tactically, she knew what marketing needed to be done to find those ideal clients and help them through the process to choose her services (if she was right for them). The tactical plan adjusted Emma's market positioning, providing core marketing tools to help her better articulate her value to clients.

A key piece of the jigsaw puzzle was to upgrade the messaging on her website to exude the care and passion with which she solves problems for leaders so their teams can stretch and grow. Rather than a training website, the new website expresses clearly what she can do for the right people, leading to the right conversations.

By the end of 2016, Kara had put in place a solid Tactical Marketing baseline activity plan and was engaged in helping Emma deliver it. This includes a monthly newsletter and blog posts which showcase Emma's incredible knowledge and expertise. Kara also set up a monthly KPI report, which allows Emma to monitor her performance.

Emma explains “Kara helps me find the story behind the data and understand its implications to the long-term growth of my business”

## A strategy to grow the business

With the Marketing Strategy in place and a Tactical Plan to make it happen, Kara ensures that Emma sticks to the planning cycle of plan, act, review, and continually improve the way she does business. This focus on the big picture helps Emma drill down to see what's affecting her bottom line and adjust it when needed.

Emma is now being challenged to think outside the box and do more advanced work. She is confidently finding new opportunities, such as working with leaders in the UK Prison sector and helping them create coherent, effective teams in a very high pressure environment.

**“Kara helped me to reposition myself as a Leadership Consultant so I can do more advanced work.**

**This resulted in a 25% increase in turnover in just 6 months.”**

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Referrals are coming in thick and fast. Additional public speaking opportunities are providing a platform to reach a wider audience.

Rather than take on extra staff and turn her courses into e-products, she now refers non-core business to trusted colleagues. Then she can focus on following her heart and doing work she enjoys and which has the biggest impact on creating a society Emma values and wants to live in.

The results speak for themselves: 18 months after starting work with Kara, Emma sent her an email saying: “I met up with my accountant yesterday. What a great year I had! My turnover went up by 50%! Also expenditure stayed the same with the exception of web design and maintenance and your fees, which have more than payed themselves!

## Ongoing marketing support

Following the initial review and planning work, Emma Falkner Leadership Consulting invested in a day a month with Kara.

Emma received a regular KPI report, a review of baseline marketing activity, blogs, newsletters, case studies and other marketing activities.

More importantly, she had a clear vision and understanding of what her business is about, whom she can best help and how she can do that.

Kara reviewed Emma's strategic goals with her once every six months, to ensure she was still on track.

After two years supporting Emma in this way, Kara recommended that Emma used a Virtual Assistant to run her daily marketing. Kara found someone suitable, made an introduction and did a comprehensive handover. Emma knows what she needs to be doing with her marketing and is able to direct someone to follow the plan.



## Conclusion

Kara observes “Emma is inspirational to work with. She has such a “can do” attitude with enormous drive and passion. It’s great to see how marketing has had such a dramatic effect on her bottom line. It’s given Emma a new sense of purpose and fulfilment; the freedom to be the person she wants to be. I feel immensely privileged to be part of that process”

Emma adds “Kara is a trusted partner who gives me the Marketing strategy and tools to grow my business.

“She helps me see Marketing as a growth investment, not a cost. I will always put aside budget for that.

“I now know who I am and how I can best help the right clients.

Running a business is so much easier when you have that vision. I’d recommend Kara to anyone needing that clarity.”

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Please contact Kara at [Kara@KMSMarketing.co.uk](mailto:Kara@KMSMarketing.co.uk) to find out how she can help your business achieve the success it deserves.