

# *flackery*

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## **SUCCESS**

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Atomic  
Habits  
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10 Year-End  
Tasks to  
Complete  
Before the  
New Year  
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## **How to Overcome Challenges & Be a Great Leader**

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## **MARKETING**

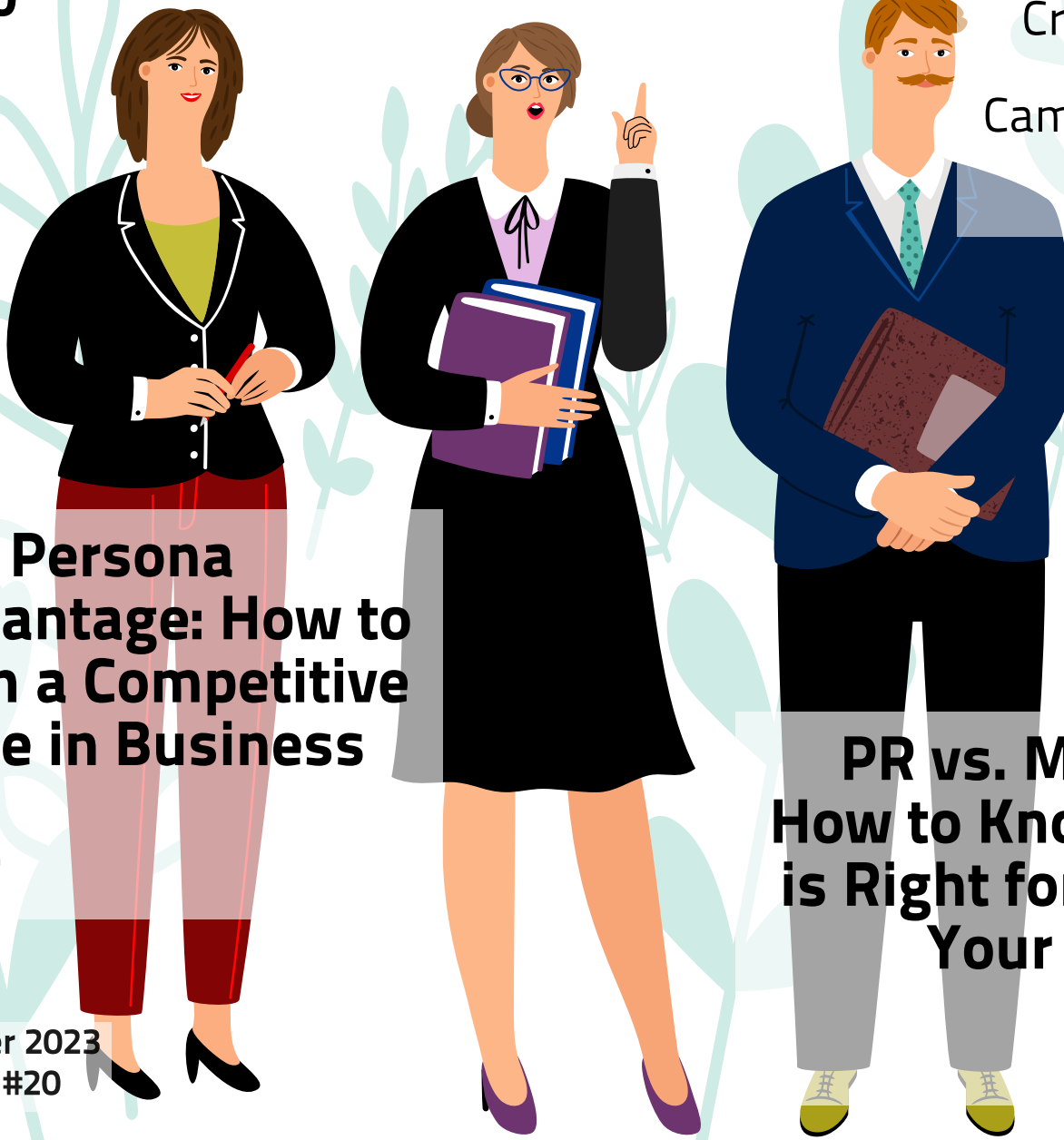
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*Jonna Ferguson*

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## There is incredible power to improving in 1% increments.

Welcome to the Winter edition of Flackery. How has your 2023 been? Will 2024 be off to a good start?

We talk about leadership this quarter, and Patricia Hammond has done amazing work with delving deep into the biggest challenges for women in leadership; describing the why and how behind the customer avatar (how well do you know who you are marketing your services to?); identifying 10 year-end tasks to complete in December, clarifying what makes PR different from marketing, and more!

This quarter has been a challenge, but we are committed to delivering a quality magazine to help small business owners grow by connecting you with the people, resources, and information you need to succeed.

Every quarter we put out the call for professionals willing to share their experiences and knowledge for our articles. We encourage you to pitch us an idea and/or submit your own articles that share your expertise with others!

I've reviewed *Atomic Habits* by James Clear and encourage you to read the book if you haven't already. I think I bought the book when it came out in 2018 and only read it this year after several people at my in-person networking group mentioned it. It's now a top 10 of mine. What book(s) do you recommend to business owners? I'd love to know!

We hope you find the articles and resources useful and inspiring. I'd like to challenge you to start each day determined to improve something in your life by 1%, add a new positive habit, and consider keeping track of your incremental improvements. Review those improvements quarterly and see where you are one year from today. You have the power to achieve the results you want!

**Lisa J. Jackson**

Editor of Flackery

Co-Founder of The Business Guild LLC

Please feel free to share this issue of Flackery with other small business owners!

### Editor's Note



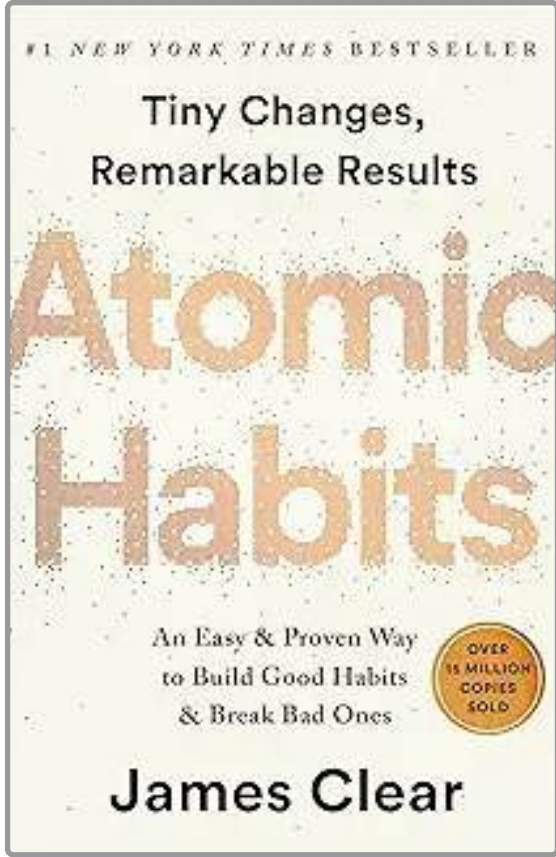
## Wondering why the heck we named The Business Guild magazine flackery?



**Here's a quick video with all the answers...**



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# Atomic Habits: An Easy & Proven Way to Build Good Habits & Break Bad Ones

By LISA J. JACKSON, The Business Guild

Author: James Clear

ASIN: B01N5AX61W

ISBN: 978-0735211292

Price: \$27.00

Where to by: Online and in bookstores

Note: Several downloadable bonuses and templates

I have had this book in my TBR (to be read) pile for a while and I'm glad I finally read it!

*Atomic Habits* is a nice kick in the pants to creating new positive habits. The short chapters are full of reasons, resources, real-life case studies, and easy to implement explanations for improving our habits - personally and professionally.

My big takeaway is that achievement is more about our processes rather than our specific goals; that without processes to achieve goals, the goals may not be achieved at all. Wow.

Clear talks about how small habit changes over time make big differences. If you can do something to improve 1% each day, you'll see ~37% improvement in a year; where a 1% negative daily change will find you in the same, or worse, situation a year from now.

"True behavior change is identity change," Clear says. Improvements (i.e, a new diet) will be short-term unless they become part of who we are. Think about the difference in this rephrasing: "I want to read 12 books

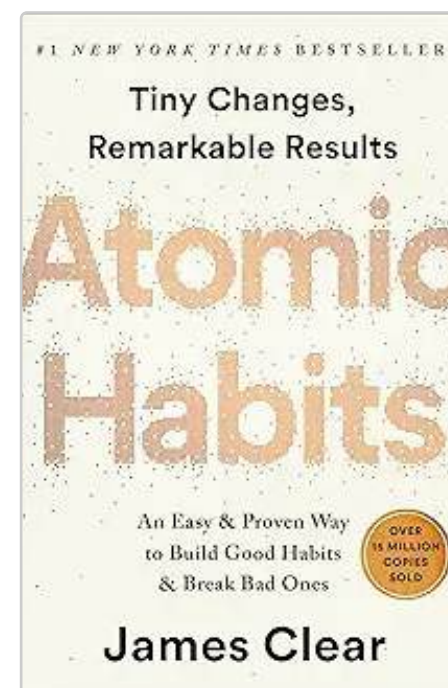
a year."  
(behavior)  
versus "I  
want to  
become a  
reader."

(identity) Or  
"I want to learn an instrument." (behavior)  
versus "I want to become a musician."  
(identity) A slight mindset shift and focus  
can lead to significant results.

A good way to start is to "stack" good habits. Look at what you already do each day (brush your teeth, make coffee/tea, etc.) then 'stack' a new habit to one of those activities -be specific. The formula is "After I [current habit], I will [new habit]." One thing I've done is "As I head off to bed, I will put a glass of water on the counter." Another is, "As I finish up my morning Sudoku puzzle, I will review my daily ToDo items."

I'm already reading this book for a 3rd time. There is so much in it! Highly recommended.

## Book Review



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# PR vs. Marketing: How to know which is right for you and your business

By Pat Hammond, The Business Guild

***Tired of marketing campaigns with more fizzles than sizzles? Maybe it's time to consider a public relations strategy.***

**What is the first thing that comes to mind when you think about public relations (PR)?**

**Politicians?  
Celebrities? Damage control?**

TV shows like Scandal, Flack, and Ray Donovan tell us that PR professionals focus on fixing bad press and covering up bad behavior, but we all know what you see on TV isn't real. (Even reality TV, but that's another conversation.) The truth is, public relations is an essential component of brand management.

Yes, I said essential.

I know it will surprise many people, but small business

owners can find substantial benefits from hiring a PR consultant.

- Brand Messaging
- Public Visibility
- Brand Management
- Media Relations
- Reputation Management

And yes, it sounds an awful lot like marketing, but it's not.

**How is public relations different from marketing?**

At its core, public relations is all about creating visibility and managing how people perceive your brand.

Public relations communications specialist Elaina

Bedio, principal consultant at [Purpose Public Affairs](#), explains that a PR consultant focuses on elevating the public perception of an organization, or a business, or a person.

"They focus on consistent strategic messaging, and putting your best foot forward. It's more to do with communication in a broader sense than marketing."

On the flip side, marketing is all about generating interest in specific products and services.

Charlotte Silverstein, founder of [Lena Rose PR](#), says, "Marketing is more directly related to sales, numbers, newsletters, promotions, and funnels," and public relations is

**Public relations is essential to building consumer trust and awareness**



# It's the difference between big picture and sales...

about “establishing trust and credibility with your core audience, raising awareness, and opening doors to new customers and opportunities.”

This distinction is important because developing your brand is the cornerstone of building an overall marketing strategy.

## What does a public relations specialist do?

While marketing is a blanket term that covers all business promotion, public relations is a subset of marketing that targets your brand.

- Press Releases & Corporate Communications
- Media Relations & Training
- Manage Brand Channels
- Thought Leadership
- Event Marketing
- Community Relations

PR professionals do everything from helping you craft your brand message to developing media connections and getting

you in front of your target audience. — All the things you wish you had the time and expertise to do.

## How do you choose between PR and marketing?



It’s really a matter of identifying your goal. Do you want to promote your brand or make sales?

In a perfect world, your marketing and public relations strategies would go hand-in-hand.

Silverstein says the ideal scenario is that a business has the

budget for both PR and marketing, however, if that is not the case, PR should be your priority.

Bedio says while both are important, start by speaking with a PR person before or shortly after starting a business.

Your brand is the public face and the heart at the core of your business. It can be the key driver for everything, from products and market development to employee

recruitment and community relations. With so much at stake, it’s important to work with a professional to clarify and develop your brand’s identity.

Another important consideration is visibility.

How much time and money do small business owners spend on marketing campaigns that fizzle because nobody knows who they are?

It’s not an issue for companies that can afford massive blitz campaigns, but that doesn’t describe most solopreneurs or

microbusiness owners.

As Silverstein says, “If your audience is not aware of your business or brand in the first place, then they cannot make the commitment or investment you might be looking for.”

## Wrap Up

Self-promotion is hard.

Hiring a PR consultant can be a game changer for people who have a hard time tooting their own horn.

- Improve your reputation
- Connect with your target audience
- Build credibility

In addition to helping to clarify your brand and your messaging, a PR firm can help you find opportunities to establish your expertise and connect with your customers.

If these are things you struggle with, think about hiring a PR firm.

Many PR consultants offer project and hourly rates, which makes it an affordable choice for business owners to build authority and brand awareness.

Even if you’re on a tight budget, it will be well worth the expense. ✓





# The Persona Advantage: How to Gain a Competitive Edge in Business

By Pat Hammond, The Business Guild

Can you pick your ideal client out of a crowd?

Is she the middle-aged blonde with three cats and a mortgage, or the twenty-something brunette with a roommate in her first apartment?

It's not enough to say your ideal customers are "marketing managers" or "women over twenty-five." If you want to build an effective marketing strategy, get to know your customer by developing a customer persona.

If you've never used one, a customer persona, also known as an avatar, is a character sketch of your ideal customer.

A good persona will break down everything from basic demographics to motivations, influences, and buying processes. It will help you identify your customer's goals, what challenges them, and how to overcome objections.

All of this information makes it much easier to craft a marketing campaign that will attract and connect with your desired customer.

# A good customer persona gives your customer an identity and makes them real.

## How do I make a customer persona?

The easiest way to do this is to take a page out of your favorite author's book. You sit down and create a biography describing who your ideal client is.

It doesn't have to be anything fancy, but it needs to include common core elements that differentiate one person from another.

- What do they look like?
- How old are they?
- Where do they live?
- What's their job?
- Do they have hobbies?

The Business Guild created a detailed **customer persona template** with key questions to help you understand your ideal customer.

It will take you about 30 minutes to complete, but it's worth the effort because a good customer persona gives your

customer a unique identity. It makes them real.

Rather than "men between the ages of 30 and 55," your target customer becomes 47-year-old Jake Connor from Kansas City. He's a self-employed carpenter who earns between \$150,000 and \$225,000 a year. Jake has two teenage sons, an ex-wife, and a live-in girlfriend. He doesn't use social media, but is an active member of the local chamber of commerce, officiates high school basketball games, and bowls in a league.

Jake doesn't have a lot of extra money, but he values reliability and tries to buy the best tool for the job, even if it's more expensive. The difference

is night and day.

Instead of trying to connect with a general audience, your customer persona gives you important information about how that customer thinks and feels, what they want and need, and how and where to reach them.

This is how you build an enticing campaign that results in getting their attention and making the sale.

## Don't overlook details

The key to a winning persona is to pay attention to the details.

*Knowledge is power. When you take the time to build customer personas, to identify your target audience's goals, challenges, and buying processes, you will create a distinct advantage over your competitors.*





# 10 Year-End Tasks to Complete Before the New Year

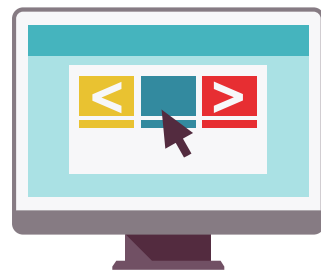


## 1. Status check

What's in the pipeline?  
Which projects are active?  
How close are you to finishing open tasks?

## 4. Show me the money!

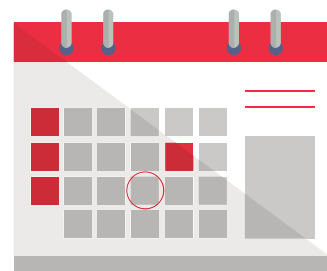
Review financial reports & identify outstanding invoices.



## 6. Update your website

Freshen up your homepage.

Remove outdated content.  
Check links and update your footers.



## 8. Set up next year's content calendar

Choose monthly topics, update your posting schedule, and create & schedule posts.



## 2. Inbox zero

Delete spam & any messages that aren't actionable. Create a filing system to organize your inbox.

## 3. Review your sales & marketing stats

Identify which campaigns were successful, which weren't, & why.



## 5. Schedule me-time

Block off time on next year's calendar for wellness activities, classes, hobbies, and days off!

## 7. Prepare for tax time

Gather & organize receipts so you're not scrambling in March.



## 9. Review & update your business plan

Review year-end numbers, and update goals, sales forecasts, and strategies for next year.

## 10. Celebrate your accomplishments!

Take a moment to identify and celebrate everything you've accomplished this year!







# Women & Leadership: How to Overcome Challenges & Be a Great Leader

By Pat Hammond, The Business Guild

We usually start planning Flackery issues about six months before publication so we have time to fine-tune a topic and find resources.

One of my articles for this issue was about women’s challenges in leadership. — How to take a leadership role, juggling personal commitments, getting noticed and being taken seriously in the corporate world.

I wanted to interview someone who had worked their way through the ranks. A woman who didn’t just do a good job, but exemplified the role of an outstanding leader. Someone who had experienced and understood the challenges of being a woman in the workplace.

Just when I was about to send out a general request for introductions, my husband told me that his manager’s boss was leaving the company to start an executive coaching business.

Serendipity.

Jonna Ferguson was his first manager when he made the transition to telecom over twenty years ago. I didn’t know her well, but she was someone I had heard about from my husband and his co-workers. She was a well-respected,



*Jonna Ferguson, Executive Coach*

approachable boss who went from an early role as a customer service manager with a small startup to a senior director at Comcast.

I knew she was a person who could, and would, give me the honest skinny about what it takes to be a good leader.

My husband passed on my request and here we are.

Jonna is an experienced, inspiring leader who has a clear view of her role as a business leader. She wasn’t afraid to lead our conversation to focus on how people - all people, regardless of their gender - can step into leadership.

Rather than sticking to old tropes, she shared specific skills and mindsets that will



## Vision, transparency, and communication are the hallmarks of strong leadership

help anyone step into a leadership role.

Whether you're new to leadership or just want to be better at it, Jonna has the inside scoop on how to overcome challenges and become an outstanding leader.

**PH: What is the biggest challenge women business leaders face? — How or why is it different?**

**JF: "I don't know that women have different challenges, they just might perceive them differently."**

Setting aside situations where there is bias, many times, women miss opportunities because they hold themselves to much

higher expectations than men.

She gives the example of a person applying for a new job. "A woman will think they need to know 98% of the skills today, where a man will go in with half of the skills and have the confidence to develop the rest they need."

Other common challenges revolve around making proactive connections.

- How are you building relationships?
- Who are your advisors?
- Who can be your champion when you're not in the room?

Jonna stresses the importance of finding trusted advisors, people who have worked in your industry and aren't afraid to tell you the truth.

**PH: Looking beyond women-specific issues, what is the biggest challenge all business leaders face right now?**

**JF: "The biggest challenge right now is constant change, and trying to keep up with**



being relevant and innovating or maintaining your business."

Trying to anticipate what those things might be in 6 months, 12 months, or even 5 years down the line takes effort.

"Since COVID, people are being more intentional in their planning, knowing things will change."

She's talking about the big picture.

Jonna doesn't mention concerns about hiring, skills, or artificial intelligence. I suspect they're not such a challenge if you plan well.

**PH: Why is it still so hard for women to rise into key leadership roles?**

**JF: "You have to want to swing for the fences on change, and I think people who play it safe aren't going to get those roles."**

High-level roles undergo constant change. You're going to have to come up with strategic or dramatic methods to manage change and explain how you're going to achieve results.

You also need to sway your team — both your bosses and employees.

If you aren't able to show how you've brought about a change in the past and brought your people along with you, you're not going to get the job.

**PH: Who is more critical of a female**

### 3 career tips for leaders:

1. Foster strong relationships.
2. Embrace change and be willing to take on new roles.
3. Don't be afraid to take risks.

boss, men or women?

**JF: "I've been so fortunate that I've had male and female bosses that were supportive."**

She says while most of the bosses she's had were supportive, women leaders can be more critical because we think more alike.

"We have the same challenges and experiences if they've come from the same industry."

She's talking about bosses she's had, but what about employees?

Who is more critical of a female leader, men or women?

Jonna says it really comes down to how the leader communicates.

"If the leader doesn't take the time to position change well, or doesn't ask the team, or connect with people on an individual level, those teams are more



# Who is your champion when you're not in the room?

critical.”

**People know when you don't take ownership.**

If you don't position things genuinely, you will have no respect from your team.

**PH: How can women plan their career so it leads to the type of leadership positions that open the door to senior management and C-suite opportunities?**

**JF: “The first thing is to think about your own values and what you want.”**

A lot of people think they want an executive role, only to realize it's not what they really wanted.

The C-suite is a 24/7 role.

Go into it knowing that and how it will affect your family. Are they on board with this? Talk to them

about what their roles will be if you're not available.

Maybe put a time-frame on it.

Demonstrate a willingness to be mobile in geography and accept a variety of roles.

Most people in c-positions have very diverse backgrounds. They've worked in marketing, sales, and finance. Leap into different areas of the company so you have a full picture of the business when you move to that level.

“Most successful women I know have done that. They take on different roles and change positions every two years.”

You also need advisors and mentors who've done it who can point out your blind spots and how to overcome them.

**PH: What was your biggest win/success as a business leader?**

**JF: “I think it's not one thing, but great things have always happened when I've been courageous and taken a risk.”**

Taking risks is scary!

“I tell myself I don't want to do this, but I know I should, and will regret it if I don't try. And every single time it's paid off. ”

**PH: Who has the hardest time breaking into leadership?**

**JF: “People who don't reach out to peers, or those who try to work in a silo don't do well in leadership.”**

Leaders have to understand how things affect upstream and

downstream. They need to have the support of their team.

Instead of holding themselves apart from the group, they should think more about vision, transparency, and communication. These are hallmarks of strong leadership because they build trust and cohesive teams.

It's not a weakness to ask for help.

People appreciate honesty, and feeling valued.

**PH: What skills do good leaders need?**

**JF: “First and foremost, good leaders need to listen more than they speak. They need to really hear the feedback and take action on things that might be challenging or difficult to take action on.”**

That speaks volumes about you as a leader when you move to

right something that's wrong and get involved. Show you're embracing change and lead by example.

People will accept change more easily when you can get on board, show everyone you believe in it. You also have to be resilient.

“For me personally, being a strong person — active, energetic, and healthy — for yourself, so you can be there for the people around you. I'm better for myself when I prioritize being healthy.”

**PH: What skills do more**

**women need to master to be seen as a leadership candidate/good leader?**

**JF: “I would say start measuring things. I think sometimes women tend not to want to measure achievement and publicize it.”**

Learn how to set goals and targets.

Sometimes there's a fear of failure.

It's okay if the measurement falls short. It's a process. If something isn't working, find out why and fix it.



It's not a weakness to ask for help.

You also need to practice relationship building.

Reach out to people and ask how you can help, or how they can help you.

You don't have to do it all by yourself; knowing how to reach out to your connections is a crucial skill.

PH: What's the one thing you want people to know?

JF: "It all comes back to the culture the leader creates."

Invest in your people and you will have a stronger, more successful business.

While there's an incredibly important focus in the business world on finances and measuring results, you have to prioritize people.

- What makes them work at their best?
- How can you leverage their strengths?
- How can you cultivate healthy mindsets?

Make people a priority and you will create a more powerful, culturally sound, influential, and productive business. ✓



Jonna Ferguson, Executive Coach

IT'S TIME TO FOCUS ON YOU

I have 28 years of corporate experience leading teams through broad change within large corporations, small businesses and start-ups, always prioritizing development of leaders at all levels.

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# Craft Targeted Marketing Campaigns with Our New Customer Persona Worksheet

By Pat Hammond, The Business Guild

You put a lot of time and effort (not to mention money) into marketing, but how much thought have you given to who your customers are?

You already have a rough idea — a general group of people or businesses within a range of variables — but have you identified any individual buyers in the group?

The Business Guild's **Customer Persona Worksheet** is a thorough tool for creating a detailed profile of your ideal customers.

This three-page worksheet breaks down everything from who your client is to what motivates them and how they make decisions.

Like our other planning tools, the Customer Persona Worksheet is easy to use.

All you need to do is open the document in a web browser and tab through each box until you have a complete picture of your customer.

## Page One - Biography

The first page covers general information about your customer.

The administrative section is where you note which product, service, or campaign you're

developing this persona.

Don't skip the prepared for, prepared by, date, and version boxes.

These boxes will give you a historical perspective about how your customer has changed, and which products or campaigns you marketed to them.

The biography questions will help you build a picture of who your customer is.

Be sure to pay close attention to the

**Note:** If you want to add a picture of your customer, you will need to open the PDF in a free pdf editing program like [OpenPDF.com](#) or [SmallPDF.com](#).

Product/Service:

Campaign:

Prepared for:

Prepared by:

Date:

Vers:

Paste customer photo here

**Customer Name:** Give your customer a name

**Customer Description:**  
Give a brief description of your customer's personality.

**Keywords:** Provide a few keywords that fit your customer's profile

**Customer Bio**

Age Range

Gender

Relationship Status

Family

Physical Appearance

What does this customer look like?

Religion

Are they religious?

Education

HS, College, Advanced Degree, Trade

**Location**

Where do they live?

City, State, Country

City, Suburbs, or Rural?

Do they live in the city?

Own/Rent/Other

Do they own their home, rent, or live with someone else?

Customer Persona

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income, and the customer's mindset.

## Page Two - Work and Motivations

This page takes a deeper look at your customer's income and what influences their decisions.

Identify what this person does for a living and how much money they make.

You also need to consider what industry they're in.

For example, an accountant for a medical office is going to have a different perspective than someone who does accounting for non-profits.

### What motivates them?

Are they aspirational? Are they afraid of missing out? Maybe they're motivated by emotions, personality, or their environment.

Likes and dislikes add depth to the profile.

Identifying your customer's hobbies can reveal a lot about their

## Who are you trying to reach? What's their favorite takeout, ice cream, or color?

interests and motivations. It might even help you tap into other markets and provide a new way to connect.

Once you know that, think about where this person spends their time.

Are they active on social media? If yes, which platform(s)?

Where can you find them in the real world?

This is important because there is no point in building a Facebook marketing campaign if your ideal customer spends their time at the golf course.

You also need to figure out where this person goes for information.

Is Google their first stop?

Do they ask a friend?

The answer will help you get a picture of the people and sources that influence your customers.

### Goals

The goal section asks you to dive into your customers' minds to identify their goals

Profession		Motivations		Influences & Interests	
<b>Job Description</b> What is their job title? Where do they work? What do they do?		What motivates them?		What are their hobbies?	
		What do they like?		Where do they hang out? Where can you find this person in the real world or online?	
Income Range	Industry	What do they dislike?		Where do they find information? What's their go-to news source? Where do they look for info when doing research?	
<b>Goals</b> <b>Personal Goals</b>		<b>Challenges</b> <b>Pain Point 1</b>		<b>Pain Point 2</b>	
		<b>Wants/Needs</b> What do they want?		What do they need?	
<b>Professional Goals</b>					

Customer Persona

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p. 2

questions about their environment and relationships.

Also, keep in mind that gender is no longer a matter of male or female. It can distinguish between birth-assigned gender, gender identity, sexual orientation, and pronouns.

You may not think it's relevant for your products and services, but it can have a tremendous impact on the success or failure of your marketing. (If you have any doubts, just ask Anheuser-Busch about Bud Light.)

You'll also want to consider if this person is religious. This information will help you avoid offending potential customers.

### Location

Where your customer lives is important for both developing a profile and managing specific campaigns.

Do they live in the city, suburbs, or country?

Does this person own their own home, rent, or live with someone else?

These things make a difference in the availability of resources, disposable

and what's holding them back.

A persona for a business customer may be the authorized buyer, user, or gatekeeper. Their goals will differ from each other and may, or may not, reflect the company's goals.

What does this person want to achieve for themselves and their business?

Are these goals related? Do they align with an overarching goal, or are they simply two separate goals?

What is stopping them from achieving their goals?



<b>Decisions</b>	
<b>Are they the decision maker:</b> Yes or No <b>Is there a gatekeeper?</b> If yes, who are they and what is their role?	<b>Do they consult anyone before making decisions?</b> If yes, who are they and what is their role?
<b>What is their decision making process?</b> How do they make decisions? Do they do research, ask friends, go through a committee?	<b>What are their typical objections?</b> Example, time, money, ease of use..
<b>Notes</b> Use this section for extra notes and special information	

Page Three - Decisions

This section reviews the various components that go into how your customer makes decisions. This information will make it a lot easier to craft a strategy that will align with their decision-making process.

Start by determining if this person is the decision maker.

Are they the person who uses the product/service, guards the door, or writes the check?

Each of these people has a role to play, but you can't build your campaign until you know which one you're trying to reach.

Is there a gatekeeper?

If yes, who are they, and what is their role?

— Sometimes the gatekeeper is a phone system, or other digital resource, rather

than an actual person.

Finally, what is your customer's decision-making process?

Do they do research, ask a friend, or go through a committee?

If they usually consult someone before making decisions, identify who they are and what their role is.

Are they a trusted colleague, manager, friend, or relative?

What is the customer's default

excuse for not buying? It's too expensive, too hard to use, they don't have time to learn something new, or something else?

If you can identify what it is, you can build a campaign that addresses their concerns.

Finally, we get to the notes section. We left this part of the customer persona worksheet blank so you can take notes or add additional questions.

As you can see, a customer persona is an easy, effective tool for maximizing your marketing.

What are you waiting for? Download our Customer Persona Worksheet and start maximizing your marketing today. ✓

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# Content Marketing

## Promote Your Business With Feature Stories & Sponsored Posts

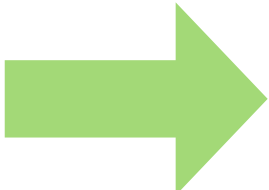
**Flackery** is now accepting feature stories and sponsored posts from The Business Guild members and non-members.\*

Your Original Content  
Members: FREE  
Non-Members: \$125  
Deadline: January 26, 2024

## Make *YOUR* content marketing easy!

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- Targeted small biz audience
- Shareable evergreen content



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## No time to write? No problem!

**We've teamed up with Lisa J. Jackson from [writeyourwaynh.org](http://writeyourwaynh.org) to bring "Your Words, Only Better" to Flackery!**

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Lisa will interview you about your business and story idea then craft it into a written article featuring your ideas and expertise.

- No struggling to find the right words
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**Book Today -- Your Words, Only Better  
Deadline is January 26th!**

\* see submission guidelines for details

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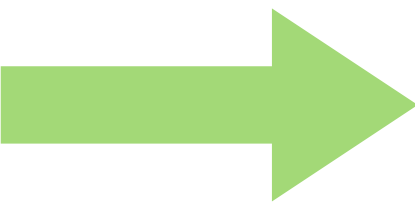
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1/4 Page - Video (approx 4" X 5")	\$75/per issue	\$225/annual
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\* Video cannot be added to 1/3 column ads



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# Business Resources

It would take the entire magazine to list resources for every city, state, or county, so we're including direct links to the corresponding resources pages on The Business Guild's website. If you're looking for a resource that isn't listed, please send an email to [info@thebizguild.com](mailto:info@thebizguild.com) and we'll try to help you find what you're looking for.

## Free and Budget-Friendly Resources for Your Business

### Business & Strategic Planning

This includes federal business resources, useful tools, and all of The Business Guild's business planning templates.

### Web Design

The web design resources feature useful tips for choosing a CMS, building a website, improving page speed, and managing site maintenance.

### Graphic Design & Video

The section covers graphic design tips and links to several free graphic design programs as well as helpful information about video setup, recording, and editing

### Sales & Marketing

Sales & Marketing has info about ERPs and CRMs; tips, tricks, and strategies for boosting sales; top picks for email marketing programs; templates for sales and marketing campaigns; and links to community partners.

### Classes & Training

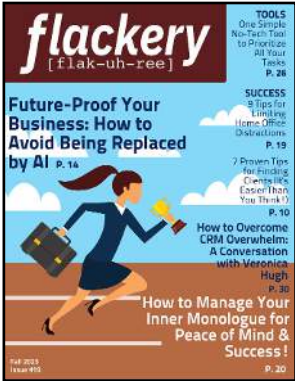
The classes & training section offers a collection of live and on-demand classes, events, and seminars from The Business Guild, our members, and community partners.

### Back Office

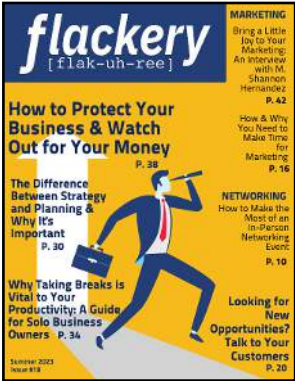
This section contains a variety of back office tools and resources for your HR, accounting, and IT questions.

[thebizguild.com/succeed](http://thebizguild.com/succeed)

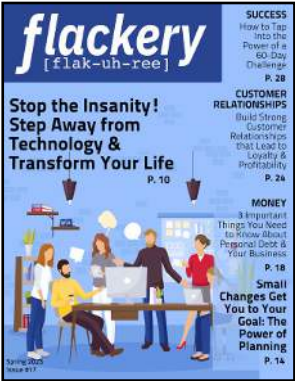
# Past Issues



Fall 2023



Summer 2023



Spring 2023



Winter 2022



Fall 2022



Summer 2022



Spring 2022



Winter 2021



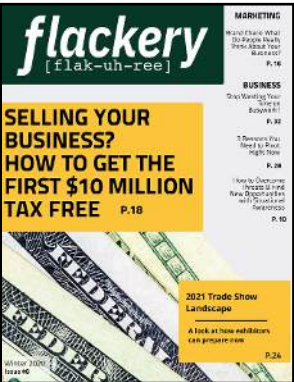
Fall 2021



Summer 2021



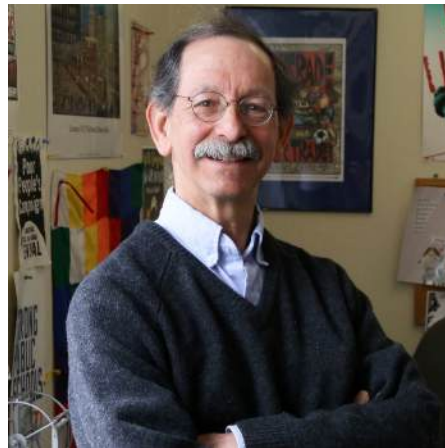
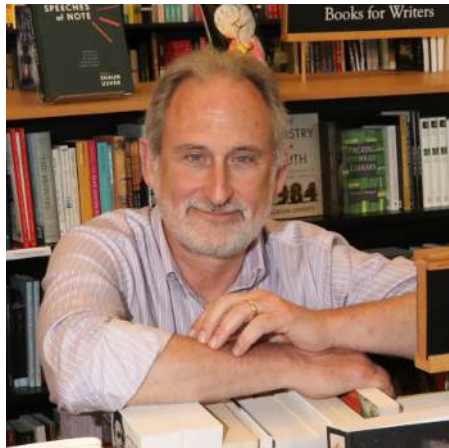
Spring 2021



Winter 2020

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# Want to be a good leader? Make time for people.

