

# **EARNING YOUR KEEP**

A Guide For Smart Marketers

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How to acquire and retain broad support and sponsorship for your programs and initiatives

Return on Reference<sup>SM</sup> Series White Paper #1

A red, rectangular stamp with rounded corners and a white border. The word "EXCERPT" is written in white, bold, uppercase letters across the center of the stamp.

## Overview

As a marketer, it comes as no surprise to you when every quarter, half-year or year you're asked to appear before the firing squad to justify what your program did or to present a business case for what your program will do. You expect it, but that doesn't mean you like it because you know that both of these requests mean you have to account for the resources your program consumes or will consume, as well as for the benefit to and payback from those resources. If you run a new program, the distance from the muzzle to your head is much shorter; you have an even more powerful need to convince the powers that be of the value of your program's activities and their return on investment.

**Earning Your Keep: A Guide for Smart Marketers** shows you how to avoid this phenomenon, which we call the "end of year defensive," by improving your business case skills and hit rate. Business cases, when done methodologically and consistently, can be a strong ally at the firing line whether you're justifying your program's ongoing existence, asking for an increase in sustenance or unfolding your vision of a new, resource-intensive initiative. We provide clear guidelines for building a structured and extensible business case, and for increasing and maintaining sponsorship for your program by changing your operational approach from reactive to proactive, from ducking for cover to standing tall as you use business cases to continually align your program's success to corporate goals.

### This paper includes the following sections:

- Every Marketer's Dream Starts Here
- Most Marketers' Realities Start Here
- Business Case Best Practice Model
- What's Next?
- About The Phelon Group
- Three-Step Business Case Checklist