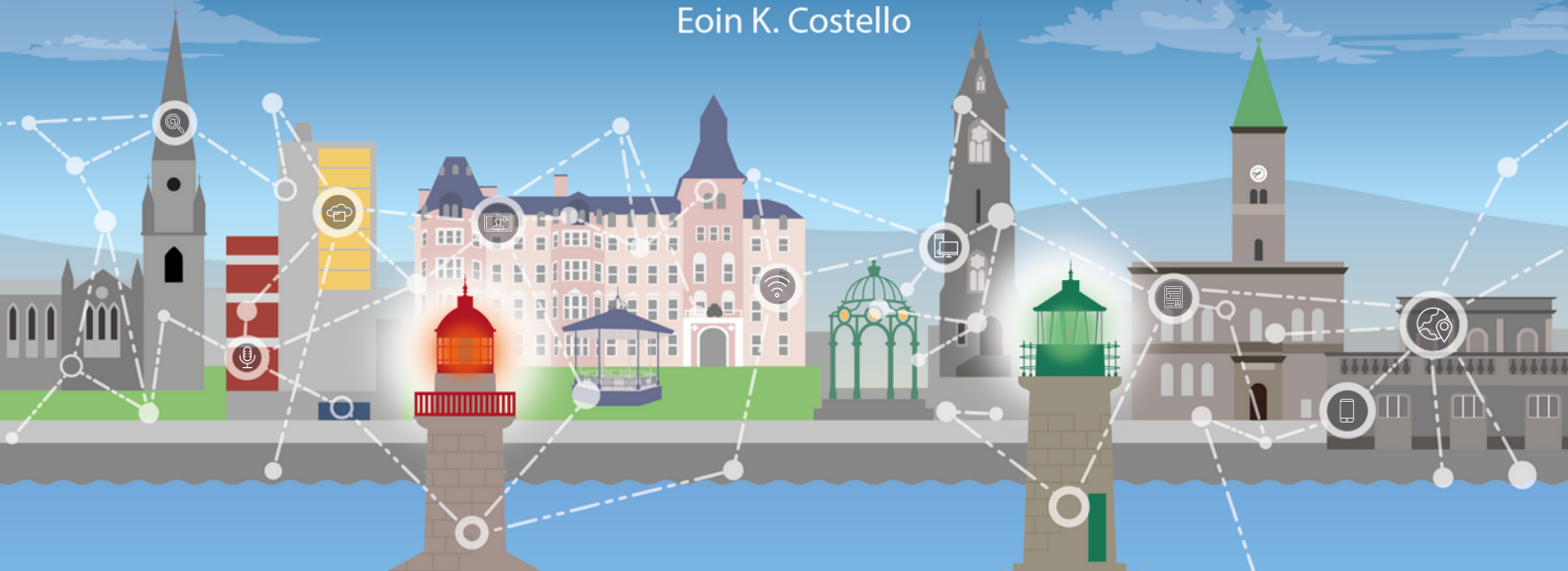# DIGITAL FIRST
COMMUNITIES

A step by step guide to growth and sustainability for localities in the 21st century

Eoin K. Costello

Produced by   In Association With

DIGITAL @ Dún Laoghaire

DIGITAL AEC PROGRAMME

Foreword by Allan Mulrooney

Interim CEO at the Western Development Commission

Our society is entering a period of significant change at many levels. In Chinese the word wēijī recognises that crisis and opportunity coexist.

Our goal with the inaugural Digital AEC programme was to pilot tools and frameworks that can help achieve the goals of the Western Development Commission and the Department of Rural & Community Development's 'Our Rural Future' policy.

Enabling rural communities not just to survive but to thrive in the 21st century is at the heart of our work as we seek to leverage techology, societal trends and an ever increasing desire for a better quality of life, to challenge 200 years of historical emigration from the West to the East coast of Ireland.

I believe that, just as the electrification of rural Ireland was fundamentally empowering, we can use these new tools and technologies not just to change the narrative of rural Ireland but to change mindsets on the ground to a belief that we can create a better future together.

I also believe that the ideas and frameworks in this book, in partnership with the grassroots engagement of the national hub network, are a big step in the right direction.

Dedicated to my parents Bernard Costello and Olive Tierney
That's the three of us at the official launch of Digital Dun Laoghaire in September 2016. They both passed away within a couple of years of this photo. My parents first retail business, Costello Jewellers, started out in Dún Laoghaire

Where it all began - myself and John Wright on the 'dumb terminals' at Trinity College Dublin in the 80s

View my profile on Linked in

INTRODUCTION

- The ideas, tools and concepts in this workbook are the result of a lifetime of work in seeking to leverage digital in a positive way.
- The purpose of the work book is to share this learning with as many people as possible, hence the decision to make it free, at an inflection point for society. It is a companion workbook to the concepts outlined in my book 'Digital First Communities, a better way to live and work in the 21st century'.
- Throughout we feature pictures of the people of the Connected Hubs network who are working at the coalface of bringing Ireland's localities into the 21st century.
- Each Part of the workbook focusses on a key topic of relevant to localities and their communities of small businesses.
- The workbook is written from my personal perspective hence in places slides refer to 'I'.
- Each Section has some explanatory notes at the end to illuminate slides that have no text.
- Feel free to use the concepts in this workbook with appropriate attribution.
- We are grateful for the support and encouragement of the Western Development Commission's Atlantic Economic Corridor initiative that helped make this workbook happen.
- Without the support of Bank of Ireland, Dún Laoghaire, there would be no 'Digital First Communities' framework, the provision of a base for our hub in the town since 2017 has been essential to our journey.
- Thanks to all the inspiring authors whose books I have recommended in this workbook.
- Thanks to my colleague Nada Pupovac for her hours of dedication in designing this workbook.

CREDITS AND COPYRIGHT NOTICE

DIGITAL
@ Dún
Laoghaire

THERE ARE THREE ESSENTIAL CONCEPTS TO GAINING THE BENEFITS OF THE TOOLS AND FRAMEWORKS OF THE 21ST CENTURY FOR LOCALITIES

1. Localities as platforms for sustainable jobs
2. Digital First Communities - enabling people to get behind their place for its future prosperity
3. Digital Growth Hubs - reimagining the hub as the driver behind Digital First Communities

Each of these concepts will be explained in the four parts of this book.

TOWNS become platforms for local jobs
- By providing livable places and sustainable mobility
- 50% of high street is coworking space
- High investment by Local Authority from rates
- Locality as a brand - heritage & culture maximised

TRADITIONAL BUSINESSES in speciality / experiential retail / services thrive due to
- Footfall with high capture rate
- Collaborative promotion on digital networks
- Loyalty to local

INNOVATION DRIVEN ENTERPRISES attracted to
- Available talent
- Business networks
- Community spirit

DIGITAL @ Dún Laoghaire

CONCEPT 2
DIGITAL FIRST COMMUNITIES MODEL
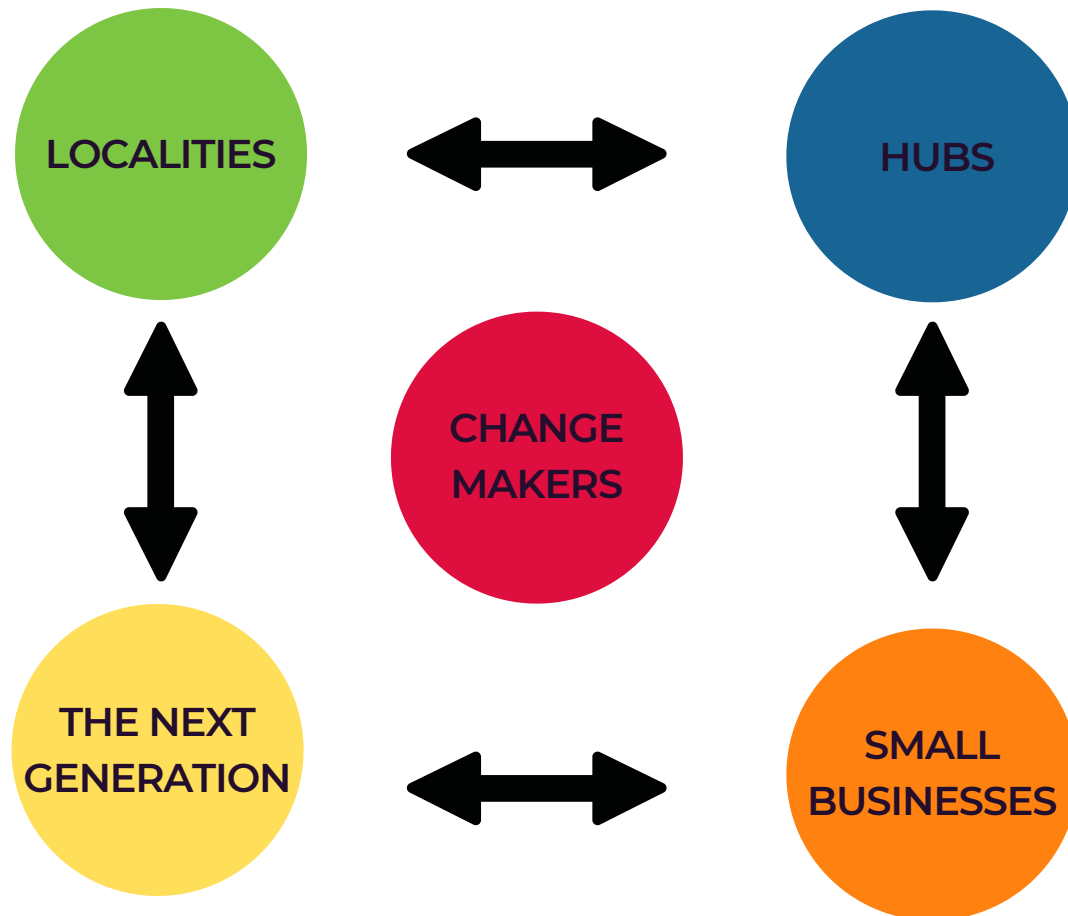
LOCALITIES

HUBS

CHANGE MAKERS

THE NEXT GENERATION

SMALL BUSINESSES

DIGITAL Dún Laoghaire

How DIGITAL GROWTH HUB works?

INWARD
Creating new communities

OUTWARD
Mobilizing the catchment area

Activating unused space

Members grow and progress to local commercial coworking providers

Incubating member businesses

Digital HQ
Digital Growth Hub

Promoting & upskilling local businesses

Coordinating locality's stakeholders through steering group

Networking innovation driven companies

Business attraction
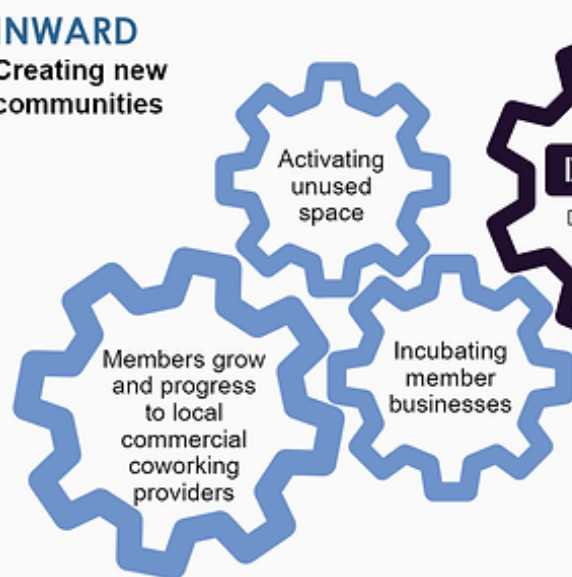
#DigitalFirstCommunities
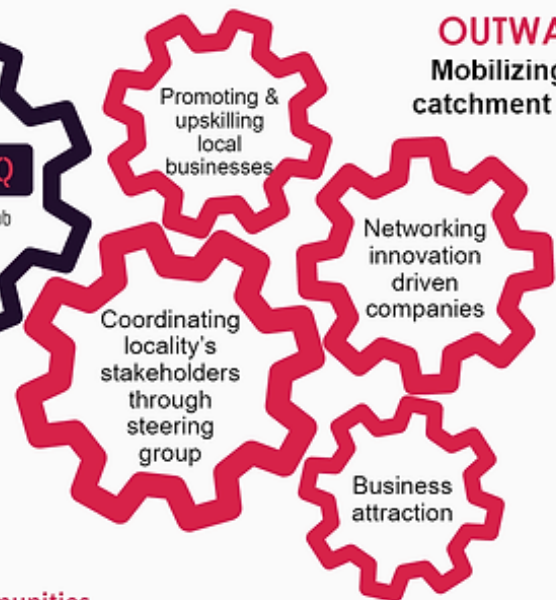
DIGITAL @ Dún Laoghaire

DIGITAL FIRST COMMUNITIES AND THIS BOOK'S STRUCTURE
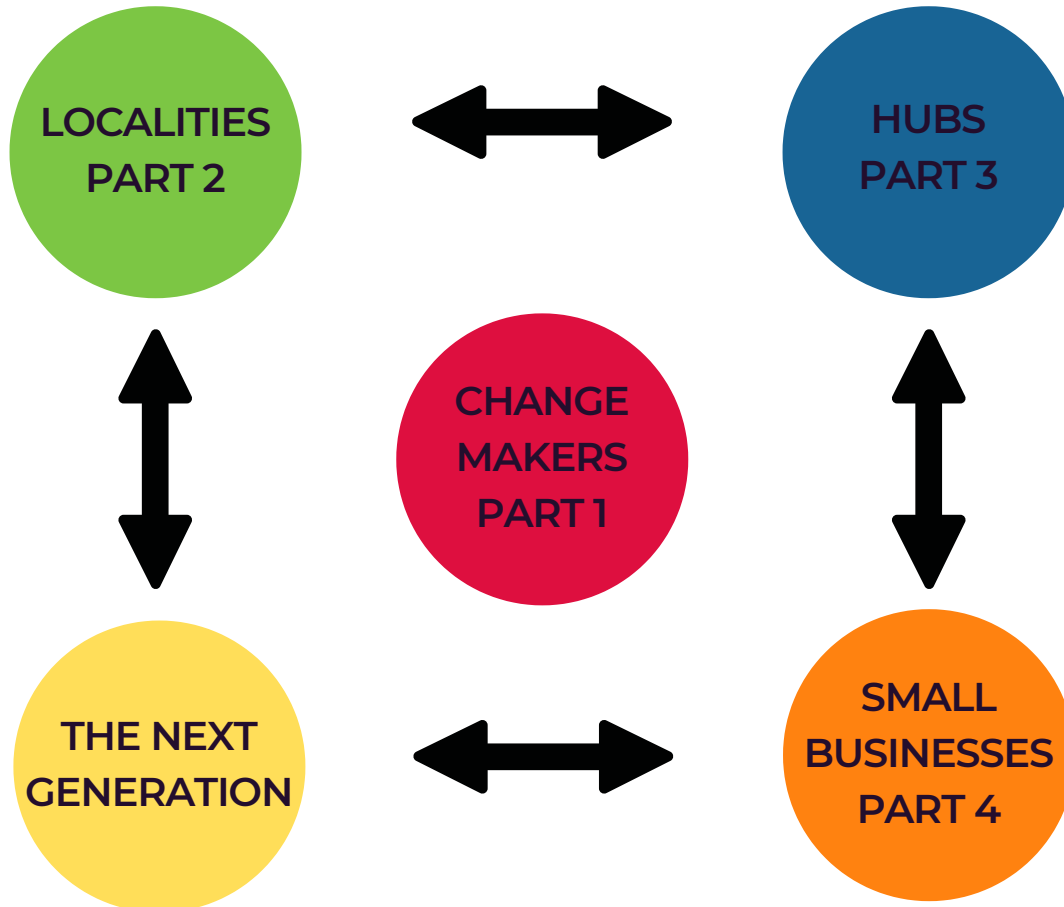
THE NEXT GENERATION

Our work at Digital Dun Laoghaire on what form work in this area will take is on going at the moment, as we test what works we will update this book accordingly.

Photo credit: Canva License

Index

PART 1

YOU AS CHANGE LEADER - MAKING CHANGE HAPPEN

Carlene Lyttle
Manager at Spraoi agus Spórt
Carndonagh, Co.Donegal

DIGITAL
Dún
Laoghaire

Index

PART 2

YOUR LOCALITY, A PLATFORM FOR JOBS AND SUSTAINABLE FUTURES

Conor O' Leary
Manager at Killarney Innovation Centre
Killarney, Co. Kerry

DIGITAL
@ Dún
Laoghaire

Lyn Donnelly
Manager at Ballinasloe Enterprise Centre
Ballinasloe, Co Galway

Index

PART 3

YOUR HUB AS AN ENGINE OF GROWTH FOR YOUR LOCALITY

Index

PART 4

PUTTING DIGITAL GROWTH TO WORK FOR YOUR SMALL BUSINESS

Gavin Jeffrey
Manager at The Ludgate Hub
Skibbereen, Co. Cork

DIGITAL Dún Laoghaire

- **Section 29** - **Scaling through the Digital Growth Mindset**
  - The 4 Pillars of the Digital Growth Mindset -
  - Your customer value hierarchy - Why do people buy from your business and what are the clinchers in them doing this.
  - Productivity - How to increate the productivity of your business in delivering your customer value.
  - Visibility of your goals - Energy flows where attention goes - the design of dashboards for your KPIs.
  - Agility - Monitoring the dynamic tension between the growth factors for your business.
- **Section 30** - **Scaling through acquisition - a checklist**
- **Section 31** - **Digital marketing & social media for small business**
  - What is digital marketing
  - Key principles for marketing online - Need state - Human interaction with electronic devices - Facts v Emotions in decision making
- **Section 32** - **Creating your Marketing Message Framework**
  - Who is your message for
  - What do you want them to do
  - What is your message
  - Will they get your message
- **Section 33** - **Will they get your message in Google Search**
  - Who sees it - Impressions in Google
  - What they do - Clicks in Google search
  - Creating completed actions - Hurdles to overcome

Gavin Jeffrey
Manager at The Ludgate Hub
Skibbereen, Co. Cork

- **Section 34** - **Twitter for Small Business**
  - Introduction to Twitter functions
  - Getting Impressions and Clicks from Twitter
  - Breaking out of the 'scroll'
- **Section 35** - **Linkedin for Small Business**
  - Introduction to Linkedin functions
  - Getting Impressions and Clicks from Linkedin
  - How to write posts for maximum engagement
- **Section 36** - **Turning your learning into action**
  - Making digital marketing deliver for you
  - Which platform is the best fit for your business
  - Setting your budget

Gavin Jeffrey
Manager at The Ludgate Hub
Skibbereen, Co. Cork

PART 1

You as change maker

Carlene Lyttle
Manager at Spraoi agus Spórt
Carndonagh, Co.Donegal

PART 1 - SECTION 1

YOUR WHY - UNDERSTANDING YOUR MOTIVATION

MAKING SOMETHING NEW HAPPEN TAKES CERTAIN ATTRIBUTES

"Tús maith leath na hoibre"

Being really clear on what you want from what you are setting about to do is, as the Irish saying goes, a good start and can help you get through challenging times.

Recommended Reading

START

HOW GREAT LEADERS INSPIRE EVERYONE TO TAKE ACTION

WITH

SIMON SINEK

New York Times bestselling author of *Leaders Eat Last* and *Together Is Better*

WHY
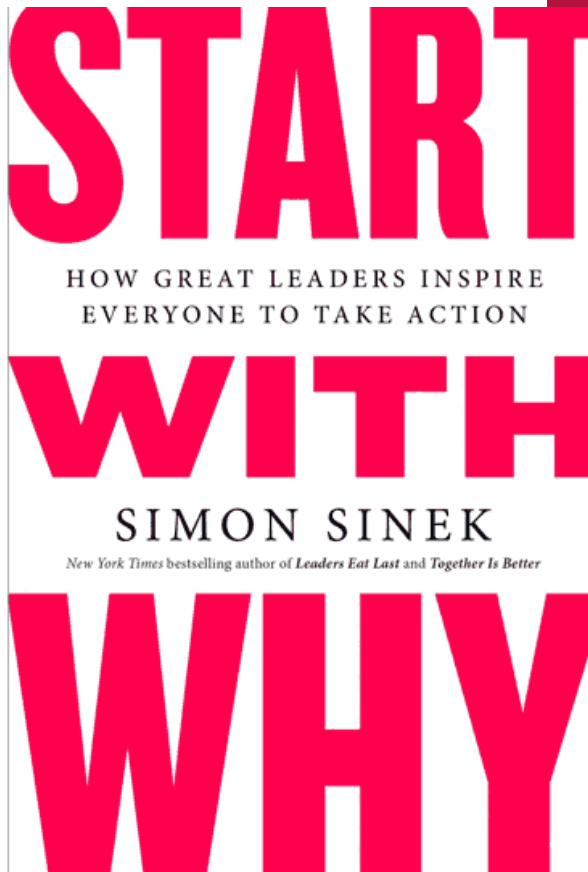
Copyright Simon Sinek

"People don't buy WHAT you do, they buy WHY you do it."

DIGITAL
@ Dún
Laoghaire
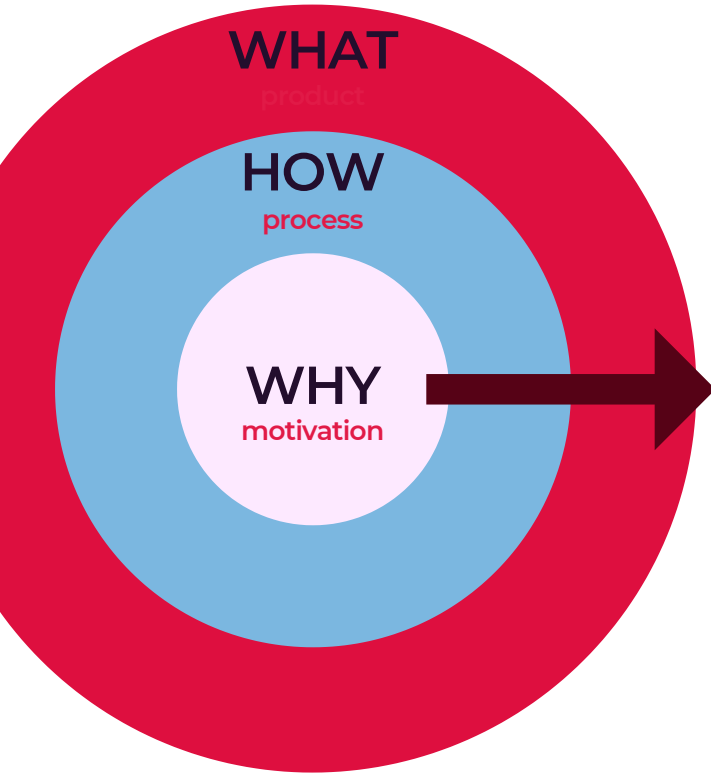
GOLDEN CIRCLE

Why do you get out of bed every morning?

Why do you do what you do?

Why should people care?
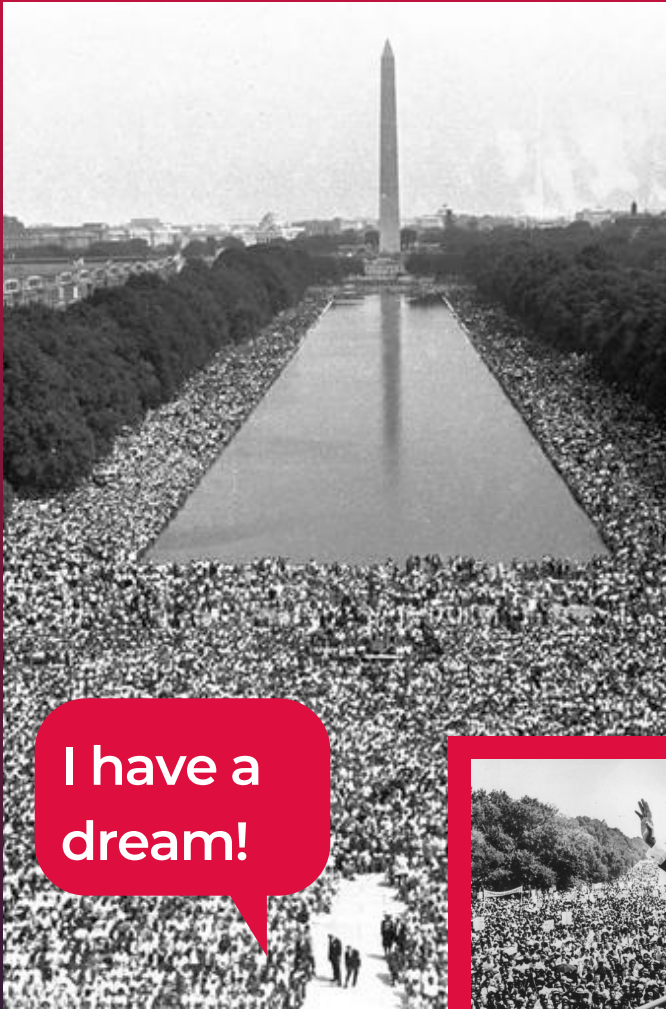
"When you are enthusiastic about what you do, you feel this positive energy. It's very simple."

Paulo Coelho

Photo credit: Canva License

DIGITAL
@Dún
Laoghaire

QUESTIONS TO HELP YOU ESTABLISH YOUR WHY

- What activities do I get passionately lost in and lose track of time?
- What energises me and I can't get enough of?
- What difference do I want to make (for others, for my community, for my customers, in the world)?
- What would make me the most proud of my business/career/project?
- What does 'success' mean to me?

A PROCESS FOR GETTING TO THE BOTTOM OF YOUR REAL MOTIVATIONS

"5 WHY's?"
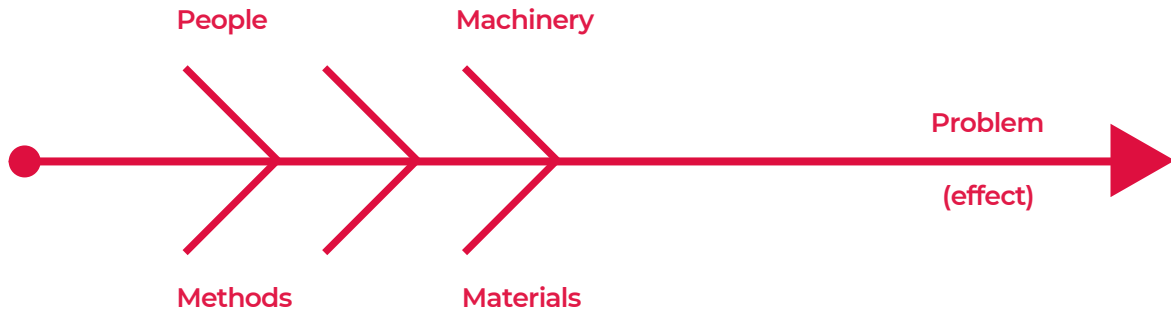
Ishikawa's Cause & Effect 'Fishbone' Analysis

EXERCISE: WHY DO I WANT TO OWN MY OWN BUSINESS?

Why Do I Want to Do This?	It will allow me to have greater control over how I spend my time.
Why Do I Want to Do This?	I can have more flexibility in my life.
Why Do I Want to Do This?	I will be able to work from home.
Why Do I Want to Do This?	I will be able to spend more time with my son or daughter.
Why Do I Want to Do This?	Supporting my family is the most important thing to me.

Root Cause of Motivation

SUCCESS IS DIFFERENT THINGS TO DIFFERENT PEOPLE

Meets his/her personal and professional goals.

When he/she leads other to success.

Make a difference.

Creates something useful and innovative that people buy.

My WHY

- **Wanted to make a difference**
- **Help others avoid the mistakes I had made**
- **Help startups in my region**

What I ended up delivering with my team

PART 1 - SECTION 2

YOUR HOW - KNOWING WHAT MINDSET YOU BRING TO YOUR PROJECT

First step of your HOW
Know Yourself

Photo credit: Canva License

Knowing your strengths and aptitudes will help you focus in on an initiative where you can create value while achieving personal satisfaction.

WHAT KIND OF MINDSET DO YOU BRING TO YOUR WORK?

Fixed Mindset

Growth Mindset
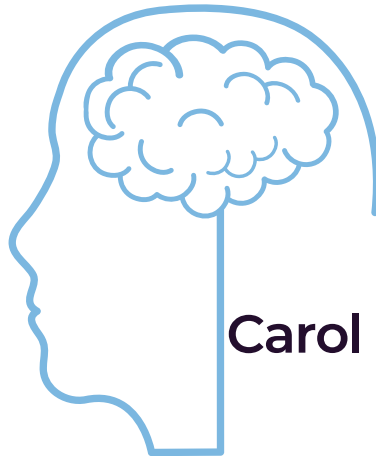
Carol Dweck

Avoid failure
Desire to look smart
Avoid challenges
Stick to what they know
Feedback and criticism is personal
They don't change or improve

Desire continuous learning
Confront uncertainties
Embracing challenges
Not afraid to fail
Put lot of effort to learn
Feedback is about current capabilities

DIGITAL
@ Dún
Laoghaire

THINKING DIFFERENTLY ABOUT CHALLENGES
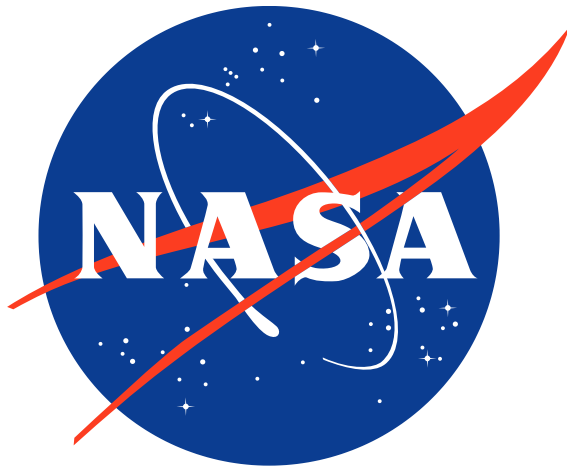
THINKING DIFFERENTLY ABOUT CHALLENGES

Photo credit: Canva License

Photo credit: Canva License

Ingredients

- 200 g of bean sprouts
- 2 boneless, skinless chicken breasts
- 500 g dry Egg noodles
- 2 medium celery
- 100 g fresh mushrooms
- 1 red bell pepper
- 1/2 red onion
- 1 green onion
- Vegetable oil for frying and stir-frying, as needed
- 1/4 cup toasted sesame seeds
- Chef Sham's One for All Souce

Photo credit: Canva License

INTERESTING INSIGHT

RICHARD WISEMAN EXPERIMENT

"How many pictures are in the newspaper?"

» Lucky people look for opportunities

Trenton Evening Times.

866 SAVED FROM THE SINKING TITANIC; OFFICIALS CONCEALED DISASTER HOURS; ROEBLING MAY BE AMONG THE RESCUED

Stop counting. There are 43 pictures. Tell the experimenter you have seen this and win $250.

PART 1 - SECTION 3

FOCUSING YOUR ENERGY ON THE RIGHT THINGS - THE E-MYTH REVISITED

WHY UNDERSTANDING THIS MATTERS

"Small-business owners often waste their time on what I call $10 an hour work, like running to get office supplies. Meanwhile, they forgo the activities that earn $1,000 an hour, such as sending the right email to the right person, or negotiating a lucrative contract, or convincing a client to do more business with you."

Entrepreneur

Bringing the Dream Back to Small Business Worldwide!

MORE THAN TWO MILLION COPIES SOLD!

The E Myth
Revisited

Why Most Small Businesses Don't Work and What to Do About It

MICHAEL E. GERBER
The World's #1 Small Business Guru

Recommended Reading

SUCCESSFUL INITIATIVES REQUIRE A BALANCE OF APTITUDES

Your inner **Entrepreneur** to imagine what your company can be in the future

Your inner **Manager** to develop systems that allow your company to operate outside of you

Your inner **Technician** to actually do the work of building that system

The E-Myth model

LOOKING AT YOUR COMPOSITE DRIVERS

The Technician

The Manager

The Entrepreneur

The technician lives in the present and I focused on doing the work of making I, selling it and delivering it now

Weakness

"If you want it done right you have to do it yourself!"

The manager focuses on achieving results through people and systems, focusing on the present and strategizing for the future

Weakness
"Sure, it's grand the way it is, why change it".

The entrepreneur defines the business and focuses on closing the gap between where the business is today and where they want it to be in the future
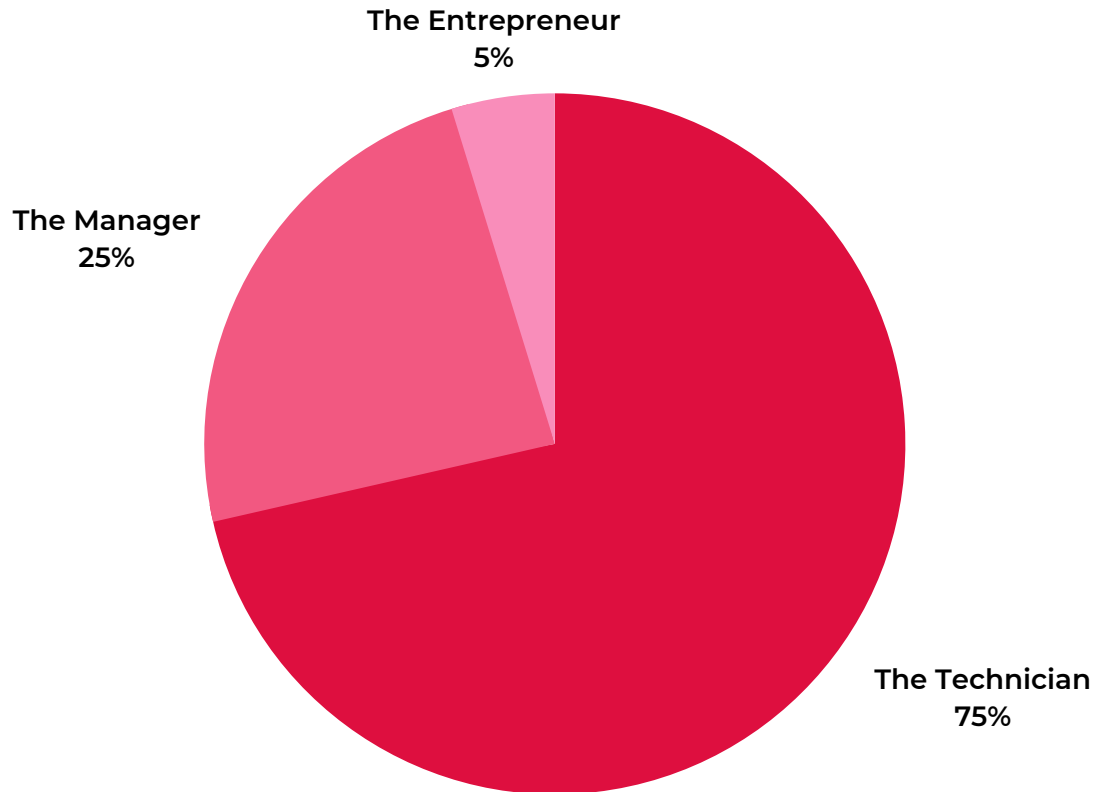
Weakness
"I've had a new idea, let's change everything".

FIXED MINDSET   **GROWTH MINDSET**

THE AVERAGE SMALL BUSINESS OWNER IS

The Entrepreneur
5%

The Manager
25%

The Technician
75%

PART 1 - SECTION 3

My journey with Novara Technology from the front bedroom of my home to sale to successful Digiweb

PART 1 - SECTION 3

IRELAND'S WEB HOSTING MARKET TOP 10

Source: Irish Web Hosting Review

Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
1st	1st	1st	1st	1st	1st	1st
2nd	2nd	2nd	2nd	2nd	2nd	Novara
3rd	3rd	3rd	3rd	3rd	Novara	3rd
4th	4th	4th	Novara	Novara	4th	4th
5th	5th	5th	5th	5th	5th	5th
6th	6th	Novara	6th	6th	6th	6th
7th	7th	7th	7th	7th	7th	7th
Novara	Novara	8th	8th	8th	8th	8th
9th	9th	9th	9th	9th	9th	9th

THE TECHNICIAN	THE MANAGER	THE ENTREPRENEUR

PART 1 - SECTION 3

THE TECHNICIAN	THE MANAGER	THE ENTREPRENEUR

TACTICAL	STRATEGIC
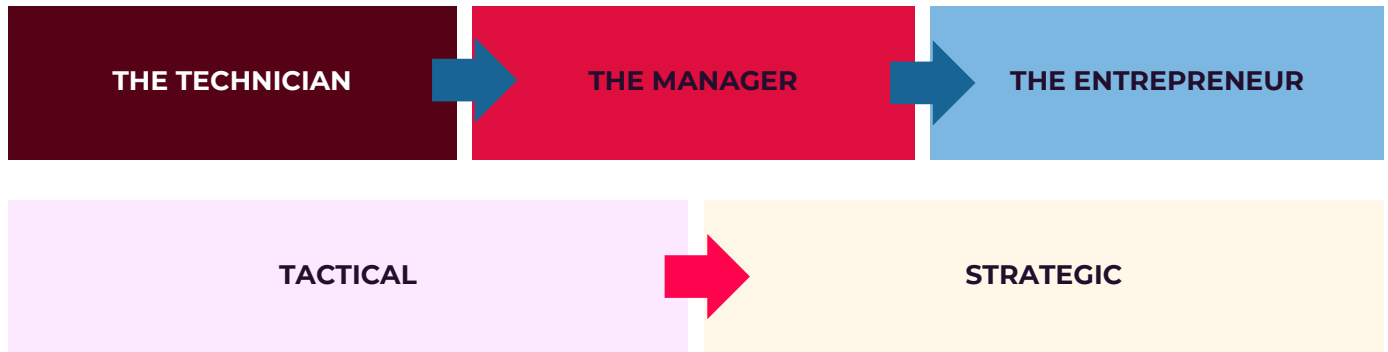
PART 1 - SECTION 3

EXERCISE - WHERE DOES YOUR ATTENTION GO?

Managing my Inbox	Technician	Inward focussed	1 - 10 with 10 being the most time
Dealing with repeat tasks	Technician	Inward focussed	1 - 10
Dealing with phone calls	Technician	Inward focussed	1 - 10
Fire fighting problems	Technician	Inward focussed	1 - 10
		Total	
Creating operational plans for the next 12 months	Manager	Inward & Outward Focussed	1 - 10
Learning/training	Manager	Inward & Outward Focussed	1 - 10
Documenting and improving systems/processes	Manager	Inward focussed	1 - 10
Running team meetings, keeping track	Manager	Inward focussed	1 - 10
		Total	
Sourcing new clients	Entrepreneur	Outward Focussed	1 - 10
Outsourcing	Entrepreneur	Outward Focussed	1 - 10
Entering competitions/awards/getting publicity	Entrepreneur	Outward Focussed	1 - 10
Where is my business going to be in 5 years?	Entrepreneur	Inward & Outward Focussed	1 - 10
		Total	

THE OBJECTIVE IS TO WORK TOWARDS

The Entrepreneur
20%

The Technician
40%

The Manager
40%
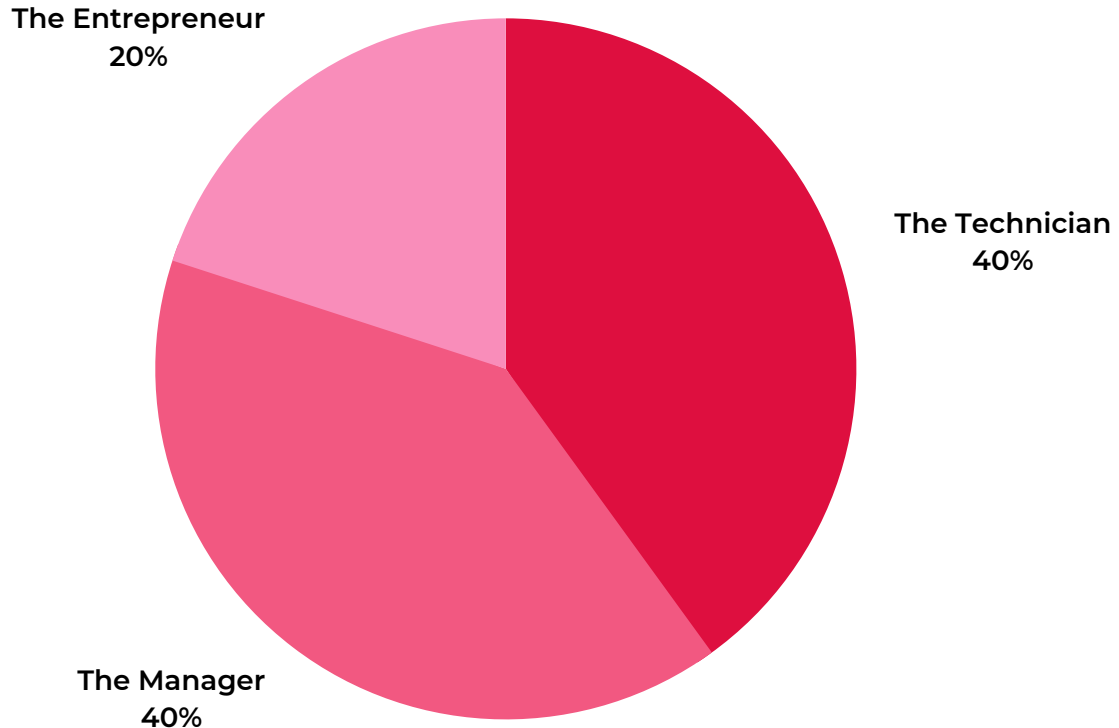
PART 1 - SECTION 4

YOUR WHAT - IDEATION ON YOUR SWEETSPOT CUSTOMER

My WHAT

- A project on a national scale that could really make an impact
- That could leverage my national network of contacts
- That could get the support of Goverment and large sponsors

Photo credit: Canva License

VALIDATING YOUR IDEA FOR CHANGE BREAKS DOWN INTO A NUMBER OF STEPS.

Photo credit: Canva License

STEP 1 - WHO IS YOUR CUSTOMER?

Entrepreneurs, including social entrepreneurs, have limited resources and must be very careful how these are deployed.

IDENTIFYING YOUR SWEET SPOT CUSTOMER

Process whereby you identify the ideal type of customers you need to target. For businesses this process:

- Enables you to target a specific group directly.
- Saves a lot of time on sales quotes that are not going to turn into orders.
- Means that you avoid taking on clients that may be more trouble than they are worth.

WHAT IS A SWEET SPOT CUSTOMER?

- Have money and need state
- Can be sold to with minimum cost/overhead
- Likely to become repeat customers
- Require little customisation - what you've got is what they want!

WHAT'S EASIER TO CATCH, AN INDIVIDUAL RABBIT OR A WHILE GROUP NY OF RABBITS?

NOVARA TECHNOLOGY EXAMPLE OF 'WHO IS OUR SWEET SPOT CUSTOMER'

I found it easier to answer this question by starting with deciding who were not our sweetspot customers

- Slow decision makers/long sales processes such as government departments.
- Low tech companies with no internal IT function.
- Single server colo clients with low bandwidth usage and no scope for selling additional services.

EXERCISE - PUTTING A FACE TO YOUR SWEET SPOT CUSTOMER

Is Gender relevant?

Age range (or generation)

Income range

Timeline for buying decision - days, months,years?

Size of purchase - Discretionary, need to budget for it?

What is the minimum spend?

From a specific industry, one where you already have customer success stories? B2B or B2C

What motivates them; risk averse?

Who is the decision maker - for example driving lessons for a teenager.

What they fear most?

What they value the most?

Is geographic location relevant, i.e. do they need to be within physical proximity?

Education/degrees relevant?

GIVE THEM A NAME!

PART 1 - SECTION 5

WHAT PROBLEM WILL YOU SOLVE FOR THAT CUSTOMER - LEAN CANVAS

Photo credit: Canva License

STEP 2 - NOW THAT YOU HAVE A PERSONA FOR YOUR CUSTOMER HOW DO WE IDENTIFY THE PAIN YOU ARE GOING TO SOLVE FOR THIS CUSTOMER?
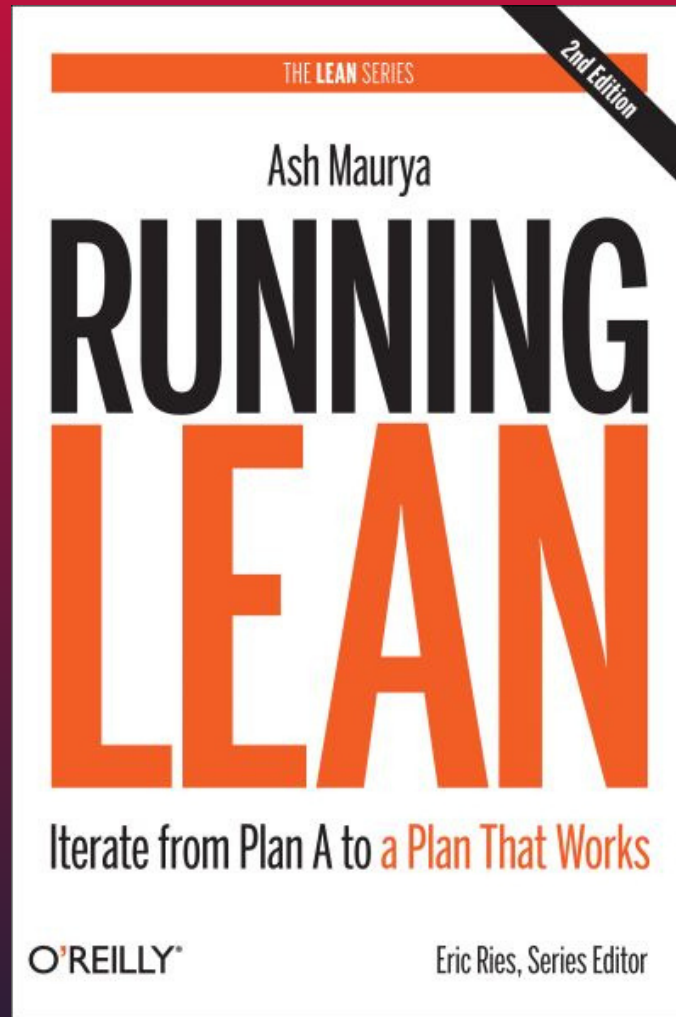
The Lean Canvas

Customers usually buy a product for one of two reasons:
1. **To take away pain** (a burning platform issue) or
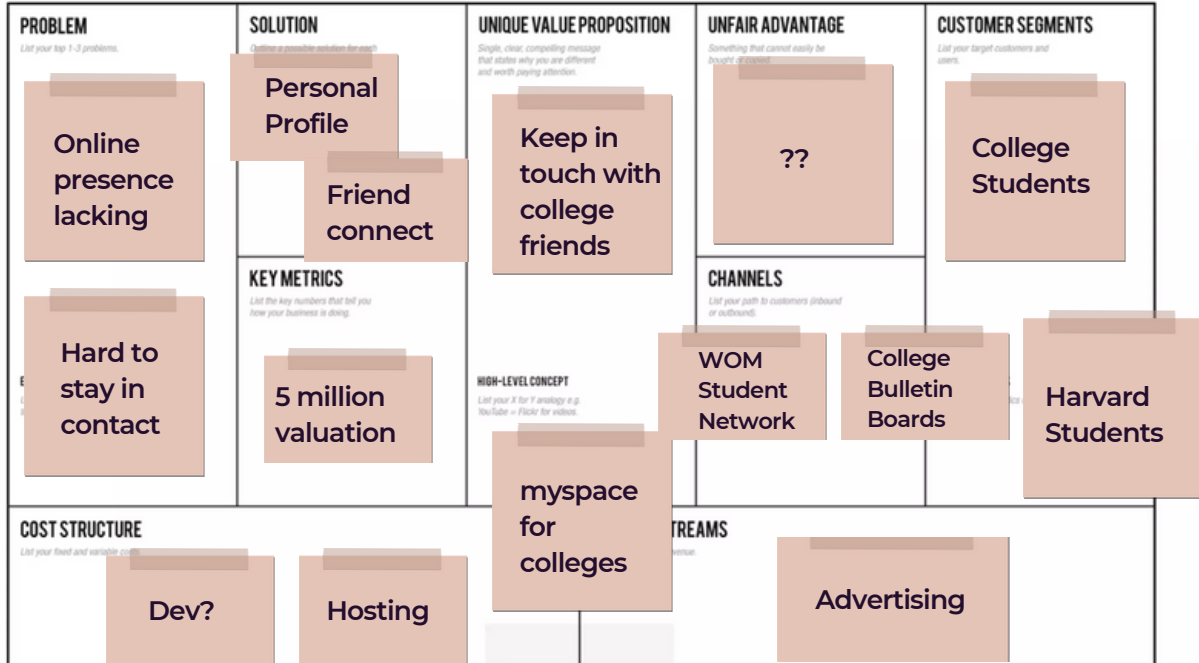2. **To get competitive advantage** (fear of being left behind).

THE **LEAN** SERIES

2nd Edition

Ash Maurya

RUNNING
LEAN

Iterate from Plan A to a Plan That Works

O'REILLY®

Eric Ries, Series Editor

PART 1 - SECTION 5

Problem	Solution	Unique Value Proposition	Unfair Advantage	Customer Segments
Top 3 problems	Top 3 features	Single, clear, compelling message that states why you are different and worth buying	Can't be easily copied or bought	Target customers
	Key Metrics Key activities you measure		**Channels** Path to customers	

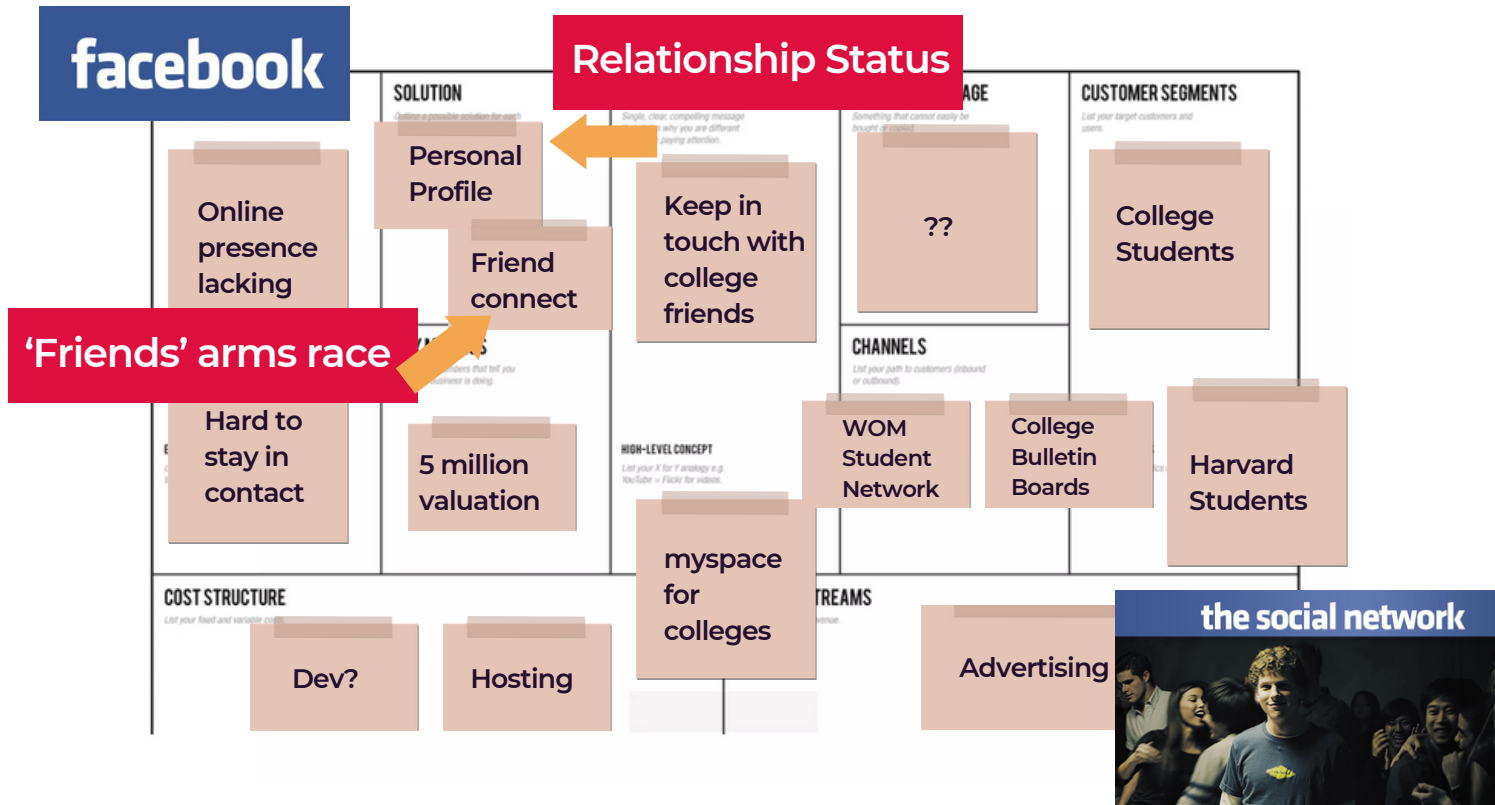| Cost Structure	Revenue Streams
Customer Acquisition Costs Distribution Costs Hosting People, etc.	Revenue Model Life Time Value Revenue Gross Margin

Copyright: Ash Maurya

EXAMPLE - FACEBOOK 2004

PROBLEM	SOLUTION	UNIQUE VALUE PROPOSITION	UNFAIR ADVANTAGE	CUSTOMER SEGMENTS
List your top 1-3 problems.	*Outline a possible solution for each*	*Single, clear, compelling message that states why you are different, and worth paying attention.*	*Something that cannot easily be bought or copied.*	*List your target customers and users.*

Online presence lacking

Personal Profile

Friend connect

Keep in touch with college friends

??

College Students

KEY METRICS
List the key numbers that tell you how your business is doing.

CHANNELS
List your path to customers (inbound or outbound).

Hard to stay in contact

5 million valuation

HIGH-LEVEL CONCEPT
List your X for Y analogy e.g. YouTube = Flickr for videos

WOM Student Network

College Bulletin Boards

Harvard Students

myspace for colleges

COST STRUCTURE
List your fixed and variable costs

Dev?

Hosting

Advertising

Credit: Sheen Yap, Exploring the Lean Canvas

Digital Dún Laoghaire

EXAMPLE - FACEBOOK 2004

Relationship Status

'Friends' arms race

facebook

SOLUTION
Outline a possible solution for each

Personal Profile

Friend connect

5 million valuation

Online presence lacking

Hard to stay in contact

Single, clear, compelling message why you are different, paying attention.

Keep in touch with college friends

HIGH-LEVEL CONCEPT
List your X for Y analogy e.g. YouTube = Flickr for videos.

myspace for colleges

Something that cannot easily be bought or copied

??

CUSTOMER SEGMENTS
List your target customers and users.

College Students

CHANNELS
List your path to customers (inbound or outbound).

WOM Student Network

College Bulletin Boards

Harvard Students

COST STRUCTURE
List your fixed and variable costs

Dev?

Hosting

...TREAMS

Advertising

the social network

Credit: Sheen Yap, Exploring the Lean Canvas

@ DIGITAL Dún Laoghaire

TWO MICRO BUSINESS WORKED EXAMPLES

Sweetspot customer	Problem your service addresses	Solution you Provide	Your Value Proposition	Key Metrics to Measure
Women 25-45 who have fertility problems that want to have children	IVF treatment can have a high failure rate and is expensive.	Acupuncture can double your IVF success rate	We provide a uniquely personal service that holistically tackles all the obstacles to your successful conception	At least 20 enquiries to hit the target of 8 booked sessions
Parents of teenage children.	Anxiety, stress and being always worried is increasingly common amongst children.	We help parents help their children through building their coping and resilience strengths.	We provide unique, evidence based workshops for parents like you.	3 enquiries to get 1 workshop booking per week

DIGITAL
@ Dún Laoghaire

FOR A SOCIAL ENTERPRISE, CHANGE IS USUALLY THE RESULT OF GETTING ALIGNMENT ON A THREE-LEVEL CHESSBOARD SIMULTANEOUSLY OF POLITICAL, CIVIL SERVANTS AND YOUR SECTOR STAKEHOLDERS

Photo credit: Canva License

HERE'S WHAT I STARTED WITH ....

Sweetspot customer	Problem your service addresses **Burning Platform**	Solution you Provide

Sweetspot customer	Problem your service addresses **Burning Platform**	Solution you Provide
1. Government 2. City Councils 3. Big Corporates		

PART 1 - SECTION 6

BRAINSTORMING YOUR PROPOSED INITIATIVE - DEBONO'S 6 HATS

HOW I USED DE BONO'S METHODOLOGY TO BRAINSTORM THE STARTUP GATHERING

'De Bono never ceases to amaze'
Sir Richard Branson

Edward de BONO

Six Thinking Hats

THE MULTI-MILLION-COPY BESTSELLER

Run better meetings,
make faster decisions
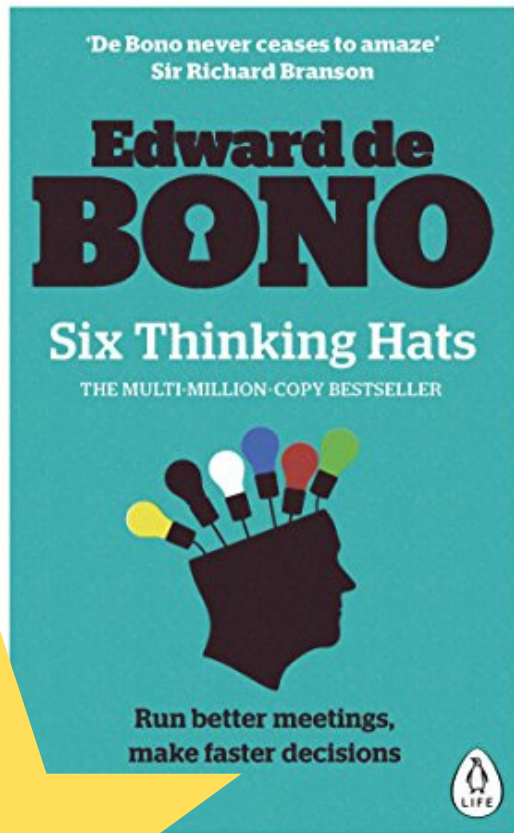
Recommended Reading

He developed the term 'lateral thinking'.

Separates thinking into six distinct categories. Each category is identified with its own coloured metaphorical 'thinking hat'.

By mentally wearing and switching "hats", you can easily focus or redirect thoughts to reach better informed plans or decisions.

Hold team meetings without emotions or egos making bad decisions.

Considerable value to having different perspectives.

Edward de Bono's Six Thinking Hats Model for Critical Thinking and Problem Solving

	Hat	Keywords	Description
	WHITE HAT	• Objectivity • Fact-finding	Wear the white hat to focus objectively on the available facts and figures.
	RED HAT	• Passion • Intuition • Emotions	Wear the red hat to look at the problem using intuition, gut reaction, and emotion.
	BLACK HAT	• Caution • Pessimism • Somberness	Wear the black hat to be vigilant and consider the negative sides of the event, issue, or problem.
	YELLOW HAT	• Hope • Optimism	Wear the yellow hat to think positively. Consider all the benefits of the circumstances.
	GREEN HAT	• Creativity • Inventiveness	Wear the green hat to get creative and invent new approaches.
	BLUE HAT	• Direction • Synthesis • Organization	Wear the blue hat to perform meta thinking. Scrutinize and direct discussion. Synthesize all viewpoints.

http://www.rightattitudes.com/

Reference: Edward de Bono's *Six Thinking Hats*

Credit: Right Attitudes

Photo credit: Canva License

1. WHITE HAT - OBJECTIVITY

Information - You think about the topic objectively and do not mix emotions with your thinking. Objective is to focus only on information and facts, what data will you need and how will you get it.

Copyright: Edward De Bono

FOR THE WHITE HAT EXERCISE WE ESTABLISHED THE INFORMATION AND FACTS THAT WE NEEDED TO KNOW

- **GOVERNMENT** - Would a large national event help achieve the goals of the Government policy, is it something the Gov could support and is there funding available? What were the current published Government strategies that are relevant? Who do I need to talk to? How does the Government Political & Department Officials decision making process work?

- **LOCAL AUTHORITIES** - There are 5 cities that are seeking a strategy to activate their startup community - who are the people I need on board? How do they make decisions?

- **BIG COMPANIES** - There are a number of large corporates that want to work closely with startups - Who are they and what kind of initiative do they want to support? Who are the decision makers?

PART 1 - SECTION 6

Sweetspot customer	Problem your service addresses **Burning Platform**	Solution you Provide
1. Government 2. City Councils 3. Big Corporates	1. Government Action Plan for Jobs needs projects. 2. 5 Cities need projects to support their startup community. 3. Corporates want to work with startups	

Photo credit: Canva License

2. GREEN HAT - CREATIVITY

Creativity - You come up with creative solutions and think outside the box. Avoid the most obvious solutions and to express more creative ideas that might make the proposal grow, even if they are completely irrational.

Copyright: Edward De Bono

For the green hat exercise this were my outcomes

- Is there a shortcut available, is there an existing model we can leverage? Potential to tap into an initiative that people are already aware of "The Gathering 2013" which led to the decision to call it The Startup Gathering

- Win Win - Leverage the political cycle, how might we align it with national elections and the career goals of Government ministers, their WHY

- With no budget how might I maximise the early impact to create momentum - I used the web, esp. infographics, as much as possible to maximise the viral nature and creation of momentum for the project

Sweetspot customer	Problem your service addresses **Burning Platform**	Solution you Provide
1. Government 2. City Councils 3. Big Corporates	1. Government Action Plan for Jobs needs projects. 2. 5 Cities need projects to support their startup community. 3. Corporates want to work with startups	1. **Government** - Week of events in the locations they cover in the Action Plan for Jobs 2. 5 **Cities** - Conference in each city on the day that the week of events is focussed on their City 3. **Corporates** – Speaking opportunities at each event
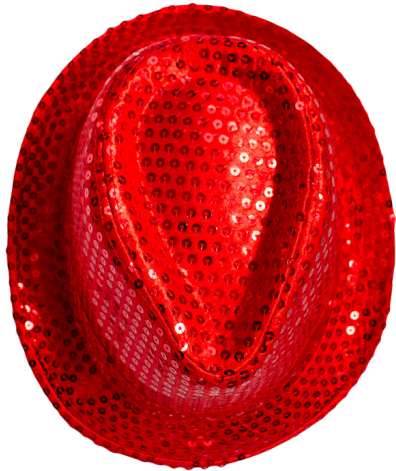
3. RED HAT - INTUITION

Feelings - You focus on your gut reaction and initial impressions. Your job is to say what comes to your mind and to avoid overanalyzing the topic.

Copyright: Edward De Bono

For the red hat exercise this were my outcomes

- **Exciting - Use all my skills to date and give me some new ones**

- **Scary - Massive undertaking that I have never done before on this scale**

- **Is do-able if we could get the Government to back it, it could make a big impact - My Why**

Photo credit: Canva License

4. BLACK HAT - NEGATIVITY

Play devil's advocate. You focus on the negative aspects of the topic, such as why a suggestion doesn't work or why it's a bad idea. You focus on adopting a pessimistic attitude on the topic.

Copyright: Edward De Bono

For the black hat exercise this were my outcomes

- **Is too big a risk, could be a disaster**

- **Might get no traction, no backers, no volunteers**

- **Could be a waste of a year of my career and damage my reputation**

Photo credit: Canva License

5. YELLOW HAT - POSITIVITY

Advantages - You focus only on the positive aspects of the topic. What's great about it, which are the things that will make it work.

Copyright: Edward De Bono

For the yellow hat exercise this were my outcomes

- Could be great, a really positive thing for myself and for the country

- People will want to get involved and help make it happen

- I would regret not at least giving it a go by bringing it to the first Go/No Go milestone

6. BLUE HAT - MAKING DECISIONS

Summarise and synthesise thinking, decide on action.

Copyright: Edward De Bono

DEFINITIONS

Key performance indicators – KPIs

What are the metrics/numbers you need to keep an eye on, if you were running a shop it might be daily sales, staff rosters, stock levels for key lines etc

Project Success Factors

What are the elements that those involved in the project consider essential to success. For the design of a new website it might coming in under budget and on time, delivering the maximum potential to create sales, building it in such a way that it is easy to maintain.

For the blue hat exercise this were my outcomes

- **On balance it is worth trying subject to achieving the Critical Success Factors**

- **Success Factor 1 - It can deliver on my personal Why**

- **Success Factor 2 - The first milestone would be to secure government backing = Go/No Go**

PART 1 - SECTION 7

Moving from ideation to delivery -
Stanford's Design Led Thinking methodology

DESIGN SCHOOL @ STANFORD MODEL

We start the process from what was the outcome of the DeBono exercise i.e. to go ahead subject to:

- **Milestone 1 -** To get to first milestone need a high level project plan for the Gov based on model of 'The Gathering 2013'

- **Milestone 2 -** Establish what KPIs would help underpin the success of the initiative. Through the following process we settled on the following:

  - **KPI 1 -** Maximise publicity and coverage through digital channels
  - **KPI 2 -** Maximise the number of events on the listing
  - **KPI 3 -** Maximise the number of attendees for the listed events

EMPHATISE
Understand

DEFINE
Sensemaking

IDEATE
Idea Generation

PROTOTYPE

TEST

Copyright: Design School @ Stanford model

Photo credit: Canva License

STEP 1 - EMPHATISE

To create meaningful innovations, you need to know your users and care about their lives and what is important to them.

HOW TO EMPATHISE

1. Observe
2. Engage
3. Watch & Listen

1. EMPATHISE STAGE FOR THE STARTUP GATHERING

- Addressed the Dail Committee on Enterprise & Innovation - tested the water on the proposal with members of the committee.

- Read previous Government 'Action Plan for Jobs' to get a sense of what initiatives might be supported.

- Shared the concept with the Government Advisory Panel on Small Business for their feedback.

- Worked to ensure Startup Ireland was featured in the National Policy Statement on Entrepreneurship published around this time.
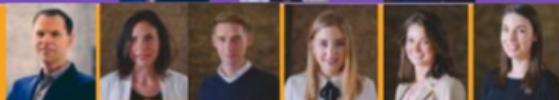
Photo credit: Canva License

STEP 2 - DEFINE

To move from empathy work to drawing conclusions from that work you need to process all the things you heard and saw, sharing what you found with your team.

STEP 2 - DEFINE

1. Summarise
2. Frame the Problem
3. Create a 'Actionable Problem Statement'

GOAL OF STEP 2 - ACTIONABLE PROBLEM STATEMENT

- Provides focus and frames the problem.
- Inspires your team and ensures alignment/shared understanding.
- Informs criteria for evaluating competing ideas.
- Captures the hearts and minds of people you meet.
- Saves you from the impossible task of developing concepts that are all things to all people (i.e. your problem statement should be tightly focused, not broad.).

2. DEFINE STAGE FOR THE STARTUP GATHERING

- **Has to be delivered in a tight timeframe and a small budget but achieve a national impact**

- **Based on framework of the Action Plan for Jobs put together a proposal for something that would take place over 5 days in 5 cities that highlighted 5 industries targeted by the Government**

- **Refined it using the exit review of The Gathering 2013**

- **Finalised the 'Actionable Problem Statement' - A week of events taking place over 5 days in 5 cities around the theme Start - Scale - Succeed that enables organisations to run their own events using the Startup Gathering platform to get traction**

Photo credit: Canva License

STEP 3 - IDEATE

Ideation provides both the fuel and the source material for building prototypes.

Create a list of "How-Might-We . . .?" brainstorming topics that flow from your problem statement.

STEP 3 - IDEATE

- Objective is about "going wide" in terms of concepts and outcomes.
- Aim for volume and variety in your innovation options.
- Stay open minded.

3. IDEATE STAGE FOR THE STARTUP GATHERING

- **How might we do this? Employed a Consultant to examine international examples of large scale national crowdsourced events.**

- **Came up with a range of ideas on how to keep the project manageable through a limited number of KPIs while achieving the government objectives.**

- **Two further key Project Success Factors identified - Come in on time and on budget while achieving the KPIs.**

Photo credit: Canva License

STEP 4 - PROTOTYPE

Build to think and test to learn

WHY PROTOTYPE?

- Build to think - prototyping helps to ideate and problem-solve.
- To communicate. If a picture is worth a thousand words, a prototype is worth a thousand pictures.
- Starts a conversation with users, the prototype acts as a conversation piece.
- To fail quickly and cheaply.
- To test possibilities. Staying low-res allows you to pursue many different ideas without committing to a direction too early on.

HOW TO PROTOTYPE

Start with low-resolution prototypes that are quick and cheap to make (think minutes and cents) but can elicit useful feedback from users and colleagues.

A prototype can be anything that a user can interact with or experience, be it
- A wall of post-it notes
- A gadget you put together
- A role-playing activity
- A storyboard
- A software demo

4. PROTOTYPE STAGE FOR THE STARTUP GATHERING

- Sent the startup week outline from the Action Plan for Jobs to the key stakeholders that I needed on board once the Government gave it their support i.e. Enterprise Ireland, City Councils, Big Corporates.

- Question asked was "Is this project something you would support with events and support organising it locally
    - 1. In the time frame
    - 2. Financially
    - 3. With their staff?"

Photo credit: Canva License

STEP 5 - TEST

What you are trying to test and how you are going to test that aspect are critically important to consider before you create a prototype.

HOW TO TEST

- It can be as simple as a Google Form.
- Putting a demo online.
- Meeting customers face to face.

4. TEST STAGE FOR THE STARTUP GATHERING

- **Key Feedback - Yes to supporting the project but how would it work practically.**

- **Testing carried over into the national series of Town Hall meetings where we noted all questions and iterated the proposal accordingly.**

AND FINALLY - ITERATION

Iteration (refining and refining) is a fundamental of good design for example by creating multiple prototypes or trying variations of a brainstorming topics with multiple groups.
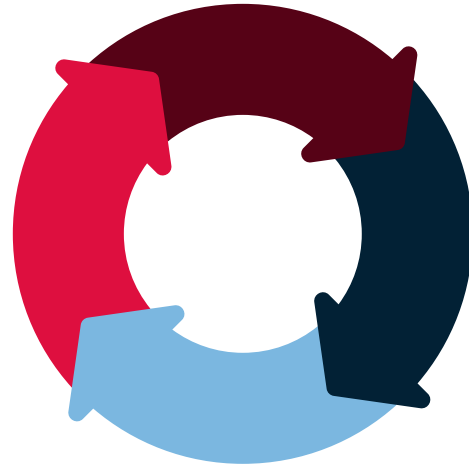
PART 1 - SECTION 8

MAXIMISING YOUR POTENTIAL FOR SUCCESS THROUGH COMMUNICATIONS

In change making how you communicate is at the heart of success

Photo credit: Canva License

FACTS LEAD TO CONCLUSIONS
EMOTIONS LEAD TO ACTION

Glan suas é
Bin the Poo

TOXOCARA
Rud atá i salachar
madraí, Leanaí a
dhalladh

TOXOCARA
from dog dirt
can blind children

Comhairle Cathrach
Bhaile Átha Cliath
Dublin City Council

dlr
Comhairle Contae Átha Cliath
South Dublin County Council

Comhairle Contae
Fhine Gall
Fingal County
Council

My daddy
works
here

Take care within
the roadworks

DIGITAL
Dún
Laoghaire

YouTube Video: How brain responds to stories - and why they're crucial for leaders
Channel: TEDx
Speaker: Karen Eber, Leadership Consultant

HOW COMMUNICATIONS WERE KEY TO THE SUCCESS OF THE STARTUP GATHERING

WORKED EXAMPLE OF THE STARTUP GATHERING STEP 1 - CREATING MOMENTUM

Our track record in 2014

STEP 2 - TELLING THE STORY AS A JOURNEY

The Launch of the Startup Gathering

VISUALISE INFORMATION FOR EVERY STEP ALONG THE JOURNEY

THE BRIEFINGS FOR THE STARTUP GATHERING

THE TOWN HALLS AROUND THE COUNTRY FOR THE STARTUP GATHERING

KEEP IN FRONT OF STAKEHOLDERS THAT IT'S HAPPENING WITH COVERAGE 'SCRAP BOOK'

DIGITAL WAS THE BACKBONE OF STARTUP IRELAND'S REACH

- Twitter followers went from 0 to 22,000 followers.
- LinkedIn Group grew to 13,500 members.
- Facebook Page grew to 5,000+ Likes.

We used this footprint to empower the digital marketing campaigns for Startup Ireland's national startup week, the Startup Gathering which saw:

- 420 events 22 counties.
- Trending nationally over the 6 days with 5.4m impressions.
- 400,000 views on YouTube.
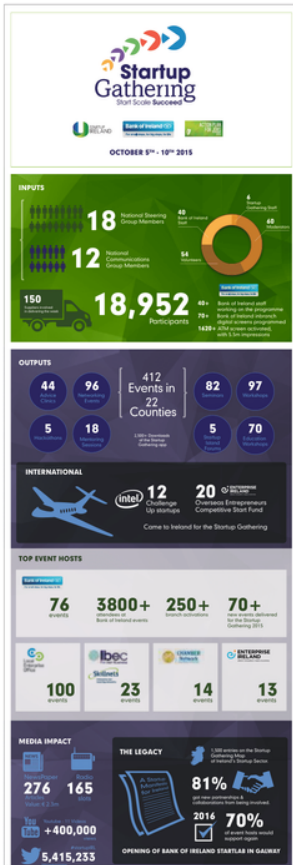
POST EVENT
DOCUMENT A
JOB WELL DONE

Startup Ireland Survey
An Amárach Research Briefing
to the Vision2020 Forum
October 2014

amárach research

| 284 startups | 21 accelerators /incubators | 30% Ideation pre-startup | 34% Started less than 1 year ago | 36% Started less than 3 years ago |

Consumer/Internet 46%
Business/Enterprise 45%
Mobile/App 26%
CleanTech/Energy 5%
Hardware 5%
Life Sci/Bio 4%
Other 19%

Location

40% At Home | 24% Shared Office Space | 18% Co Working Incubation Space | 18% On incubator, accelerator programme

15% Patents | 24% Trademarks | 67% None

46% involved in startups before

54% My first startup

Growth Barriers

Early Stage Funding 30% / 39%
Scaling Supports 15% / 46%
Staffing Talents 21% / 37%
Early Sales 16% / 36%
State Support 21% / 24%
Working Space 9% / 29%
Business Skills 6% / 25%

Fairly Difficult   Extremely Difficult

Irish startup sector well served by government policy: 16% Yes / 41% Sort of / 36% No

Startup sector well represented like other business sectors: 14% Yes / 20% Sort of / 54% No

Irish startup sector is operating at full potential: 4% Yes / 13% Sort of / 78% No

Startup Ireland

THAT WAS UNDERPINNED BY REAL SUBSTANCE

@ DIGITAL Dún Laoghaire

BUILD FOR THE NEXT ONE BY HIGHLIGHTING STAKEHOLDER ENGAGEMENT

KEY SUPPORTERS

Startup Gathering 2015 also received much support and benefit-in-kind style sponsorship from several influential businesses and representative organisations in Ireland. William Fry was very supportive with the brand protection and legal registration of The Startup Gathering. PwC provided huge help to The Startup Gathering delivery team in completing the audit of the project. Best Practice Outsourcing did a fantastic job as financial controllers to the project. Ibec ran 23 events in association with the week while Chambers Ireland coordinated the inputs of their member Chambers around the country. The American Chamber of Commerce provided advice and feedback to The Startup Gathering delivery team at relevant points of the project. Newstalk and Silicon Republic provided support and coverage through media partnerships.

SPONSOR AND SUPPORTER IMPACT

38

39

KEY TO SUCCESS WAS A CLEAR 'ROLL OUT' MODEL AND TIGHT FOCUS FROM THE START

Created with the objective of advancing the Government's goals in respect of entrepreneurship from a standing start in January 2015 it ended up delivering 420 events in 22 counties with 19,000 attendees.

#1 - The model for activation - We took the plug and play easy to deploy tool kits from the Gathering 2013

#2 - We mobilised around a deadline (October 5th - 10th)

#3 - We had a tight focus on what was to be mobilised by 82 stakeholders

KPI 1 - Maximise publicity and coverage through digital channels

KPI 2 - Maximise the number of events on the listing

KPI 3 - Maximise the number of attendees for the listed events
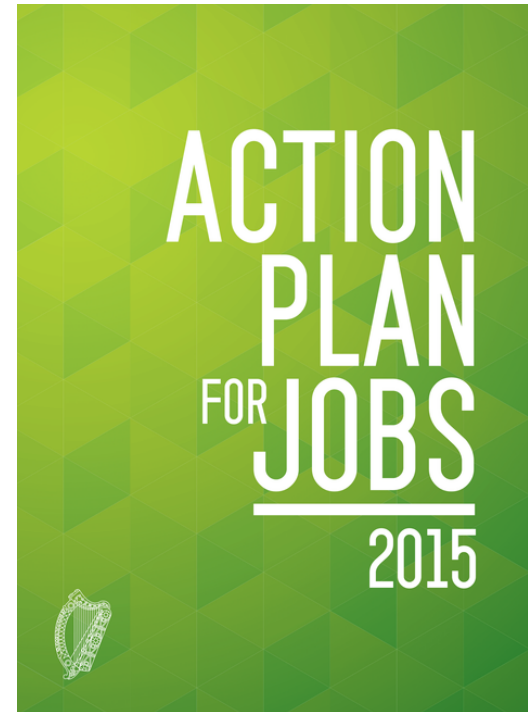
DELIVERED BY A SCALEABLE, FLEXIBLE ROLL OUT MECHANISM

Delivered through a national network of steering groups

Comms Steering Group

National Steering Group

CHAIR
Minister Ged Nash TD

NATIONAL DIRECTOR
Eoin Costello

DUBLIN · CORK · LIMERICK · WATERFORD · GALWAY

PART 1 - SECTION 9

PRESENTATION SKILLS FOR PITCHING YOUR INITIATIVE

CREATING PITCH PRESENTATIONS FOR YOUR INITIATIVE

Slides should never distract the audience from what YOU are saying

Agnes Relihan speaking in the Engine Hub, Limerick at the Digital First Day Event

GUIDELINES FOR YOUR PRESENTATION

1. Keep it simple with the minimum number of slides.
2. Limit your ideas to one per slide
3. Always use an image where you can
4. Use the largest font you can
5. Keep your background simple
6. Choose your colours wisely

The role of colour

Credit: Paul Stamsnijder

Your Opening Story that gets your audience involved

Maeve Lyons speaking in the RDI Hub, Killorglin at the Digital First Day Event

INVOLVE YOUR AUDIENCE

Think of yourself as partnering with your audience.

Your Opening Story that gets your audience involved

ACT ONE set-up	ACT TWO confrontation	ACT THREE resolution

turning point   turning point

Inciting Incident   DESIRE   Obligatory Act

FLAW/NEED   FORCES OF ANTAGONISM   FINAL BATTLE

INCITING INCIDENT	THE JOURNEY	CRISIS CLIMAX RESOLUTION

Source - The Story Teller's Manifesto

@DIGITAL Dún Laoghaire

INVOLVE YOUR AUDIENCE

- **Don't simply expect people to listen – involve them in your message.**

- **Think about what your audience stands to gain from what you have to say, what's in it for them?**

- **Pause for effect or use open ended questions.**

INTERESTING INSIGHT

Mehrabian Model of what makes the most impact
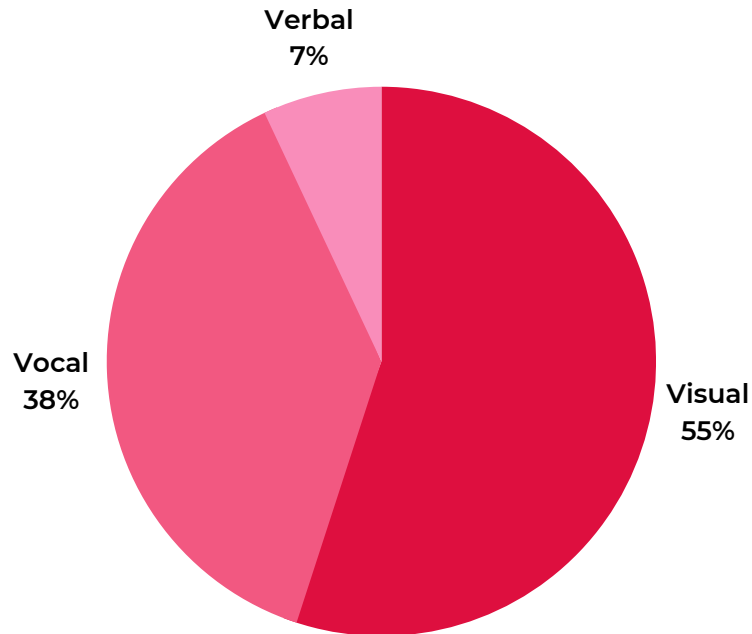
*Based on research by Albert Mehrabian, Ph.D., Professor Emeritus, UCLA.
See his book, Silent Messages.

MOVEMENT DURING PRESENTATION

- How you hold yourself will impact how the audience perceive you.
- Do your gestures reinforce what you are saying?
- Erect posture, measured movement.
- Make eye contact.
- Choice of words - empowering language – I will, I can.

POSITION IN THE ROOM

- Take a position where you can give equal attention to people on your left and right and to people at the back as well as the front.
- If you are using a lectern, podium or table, step away from it from time to time. Don't hide behind it letting it create a barrier between you and your listeners.
- Avoid reading aloud your own slides putting your back to your audience.

Photo credit: Canva License

HANDLING NERVES

- **Connect to your WHY (see Section 1) - this will help you stay engaged in the process rather than obsessing over the outcome**

- **Practice, practice, practice**
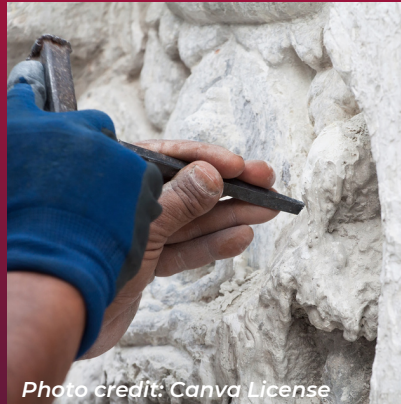
Photo credit: Canva License

Photo credit: Canva License

Remember, it is an iterative process
that takes time to chip away!

EXPLANATORY NOTES FOR SLIDES IN PART 1

- Part 1, Section 1 - Four famous entrepreneurs - Many of the most famous brands are strongly associated with the personal brand of the entrepreneur's why.
- Part 1, Section 1 - FoodCloud and CoderDojo examples - But it can also be about making as difference as with these social entrepreneurs.
- Part 1, Section 2 - Dog owners and their dogs - Have you ever noticed how dog owners and their pets often resemble each other, it is almost like the pet is an extension of the owner. This is often the case with entrepreneurs and their businesses.
- Part 1, Section 2 - Pages comparing NASA and ROSKOSMOS - This is a popular anecdote, but it's not entirely accurate. The story suggests that NASA spent a large amount of money developing a pen that could write in zero gravity, while the Soviets used a simple, cost-effective pencil. The anecdote does however illustrate a bootstrapping mindset can often be more effective.
- Part 1, Section 2 - Pages comparing Ingredients and Fridge - Continuing Carol Dweck's model the fixed mindset gets stuck on the formulaic approach to delivering a dinner whereas in the next slide the growth mindset is doing what you can with what you've got.
- Part 1, Section 2 - Interesting Insight page - What makes people 'lucky' - this experiment helps illustrate the difference between the fixed and growth mindset. The 'lucky' people were opportunity focused in that they completed the task while simultaneously scanning the horizon.
- Part 1, Section 3 - Ireland's Web Hosting Market Top 10 - The gradual success of my company reflected my personal journey from being focused on the detail to becoming focused on the overall progress of Novara.
- Part 1, Section 3 - Mindset shift page - this shift in mindset reflected my moving my focus from tactical initiatives to more strategic ones.
- Part 1, Section 8 - Dublin Bus Traffic accidents facts - The facts on this advertisement are very stark however will they influence me to immediately change my behaviour or do they led me to reasoning with the facts?

PART 2

Localities

Conor O' Leary
Manager at Killarney Innovation Centre
Killarney, Co. Kerry

Index

PART 2

YOUR LOCALITY, A PLATFORM FOR JOBS AND SUSTAINABLE FUTURES

**Conor O' Leary
Manager at Killarney Innovation Centre
Killarney, Co. Kerry**

PART 2 - SECTION 10

DIGITAL FIRST COMMUNITIES - A NEW ECONOMIC MODEL FOR TOWNS

THE NEW LOCALISM

HOW CITIES CAN THRIVE IN THE AGE OF POPULISM

BRUCE KATZ and JEREMY NOWAK

Copyright Bruce Katz & Jeremy Nowak

THOUGHT LEADER BRUCE KATZ COINED THE PHRASE 'NEW LOCALISM' TO DESCRIBE A PROBLEM-SOLVING PRACTICE FOR COMMUNITIES IN THE TWENTY-FIRST CENTURY. HE BELIEVES THAT THE REAL POWER OF REGENERATION LIES LOCALLY WHERE PEOPLE LIVE AND WORK.

> The goal of a 'Digital First Community' is to put a virtual hurley in the hands of localities so that they can use digital to unite to fight for investment, remote workers, home buyers, shoppers and visitors as a team with their local Hub as their rallying point and their smartphone as their ally.

Eoin Costello

THE MISSION OF A DIGITAL FIRST COMMUNITY IS TO USE COMMONLY AVAILABLE TOOLS AND TECHNIQUES TO

ATTRACT - Investment, knowledge workers, home buyers, shoppers and visitors

RETAIN - Traditional businesses, the next generation and knowledge workers

Photo credit: Canva License

Sustainable economic development comes from creating synergy between local stakeholders – this is the goal of 'Digital First Communities'

PLACES THAT COLLABORATE AND MARKET THEMSELVES MOST EFFECTIVELY STAND TO GAIN THE MOST

The objective - to enable **PEOPLE** to get behind their **PLACE** for its future **PROSPERITY**

The basic principle of Digital First Communities is that by creating synergy amongst local stakeholders and projecting this digitally the whole is greater than the sum of its parts!

THE IMACT OF DIGITAL FIRST COMMUNITY
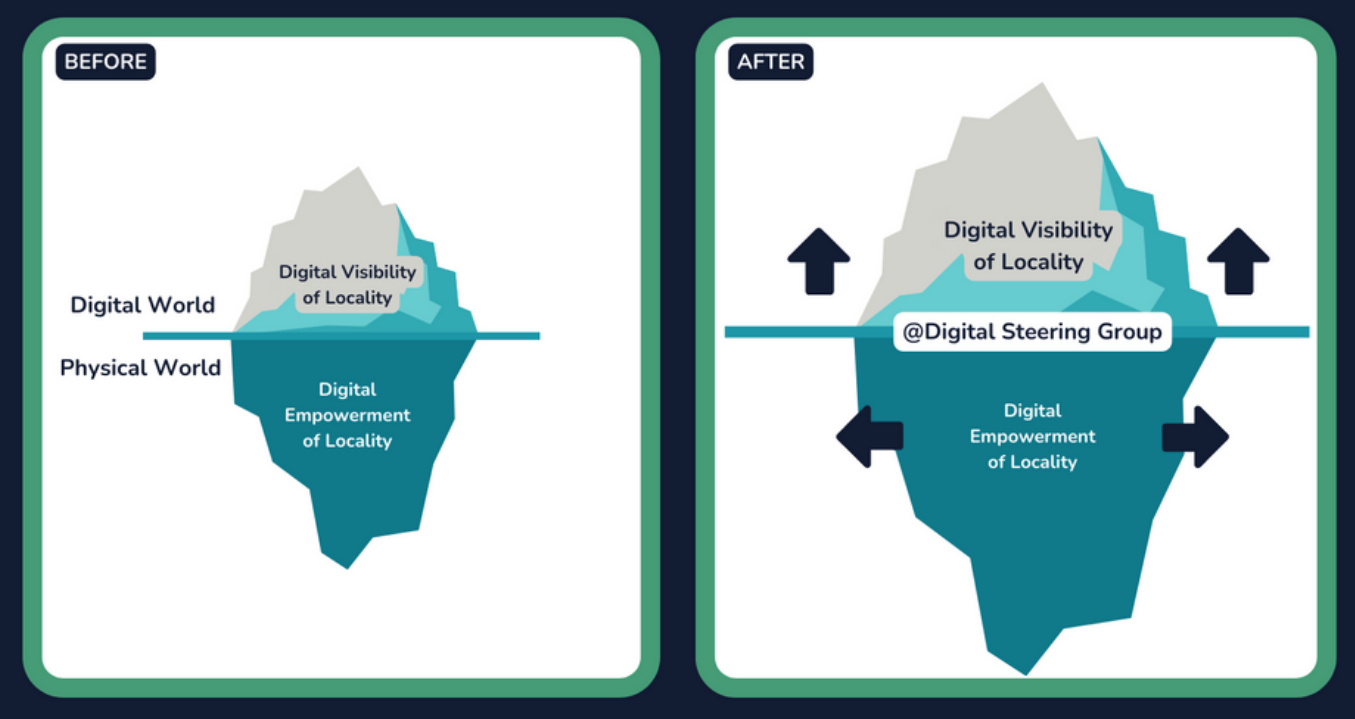
Many rural communities know they have a problem but feel dis-empowered and unclear what they can do "under their own steam".

Photo credit: Canva License

THE GEOGRAPHY OF JOB AUTOMATION IN IRELAND IDENTIFIED THAT RURAL AREAS ARE MOST AT RISK

Legend

Moran's | Quadrant
- Positive - Positive
- Negative - Positive
- Positive - Negative
- Negative - Negative
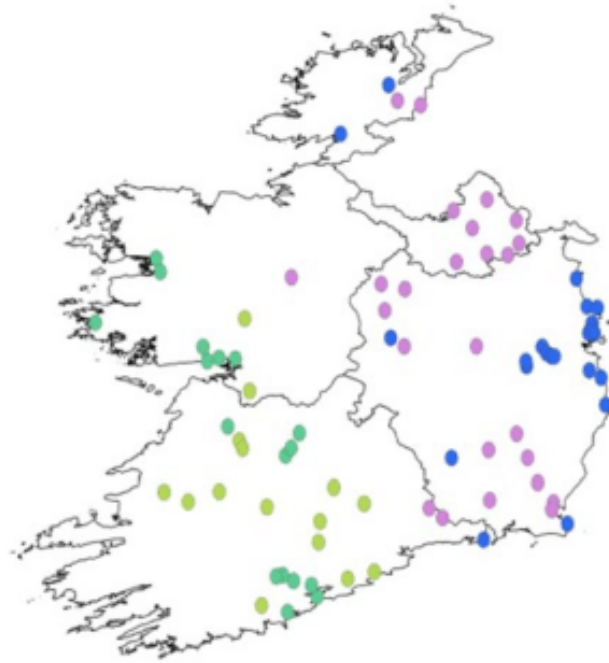
Source - The geography of job automation in Ireland identified that rural areas are most at risk - Automation and Irish towns: who's most at risk? Authors Crowley, Frank Doran, Justin Publisher Spatial and Regional Economics Research Centre, University College Cork.

LOCALITIES HAVE ALWAYS BEEN USED AS A DIFFERENTIATOR FOR PRODUCTS

NOW THE BRAND OF LOCALITY WILL BECOME THE DIFFERENTIATOR TO ATTRACT REMOTE WORKERS, HOME BUYERS, SHOPPERS & VISITORS

DIGITAL FIRST COMMUNITIES - A NEW ECONOMIC MODEL FOR TOWNS

Because retail is a follower of economic growth rather than a catalyst, we see the order in which a town might shape itself for the future as starting with the fabric of the town itself, then setting about attracting innovation driven enterprises.

The strands are:
- The town – the physical and economic fabric of a locality.
- Innovation Driven Enterprises – shaping the town to provide an attractive environment for the talent these businesses need.
- Sustaining existing traditional businesses – helping the local flower shop, the coffee shop and dry cleaners evolve to serve the needs of 21st century customers.

DIGITAL
Dún
Laoghaire

WHAT A 21ST CENTURY TOWN LOOKS LIKE

TOWNS become platforms for local jobs
- By providing livable places and sustainable mobility
- 50% of high street is coworking space
- High investment by Local Authority from rates
- Locality as a brand - heritage & culture maximised

TRADITIONAL BUSINESSES in speciality / experiential retail / services thrive due to
- Footfall with high capture rate
- Collaborative promotion on digital networks
- Loyalty to local

INNOVATION DRIVEN ENTERPRISES attracted to
- Available talent
- Business networks
- Community spirit

DIGITAL @ Dún Laoghaire

COMPONENT 1 - TOWNS WILL BECOME PLATFORMS FOR SUSTAINABLE JOBS

Jim Power identified in his research "Regional digital hubs could generate over €300 million and create nearly 9000 new jobs, according to a new economic report from Vodafone Ireland " that "To create a successful town, it is necessary to create an environment where people want to work, live and socialise."

Towns have always acted as servants to the people of their region, in some ways their function reflecting Maslow's hierarchy of human needs.

How multinationals have tapped into these needs is outlined in Scott Galloway's TED talk "How Amazon, Apple, Facebook and Google manipulate our emotions"

AS HUMAN NEEDS EVOLVE THE PLACES THAT SERVE THEM NEED TO GO THROUGH A SIMILAR EVOLUTION
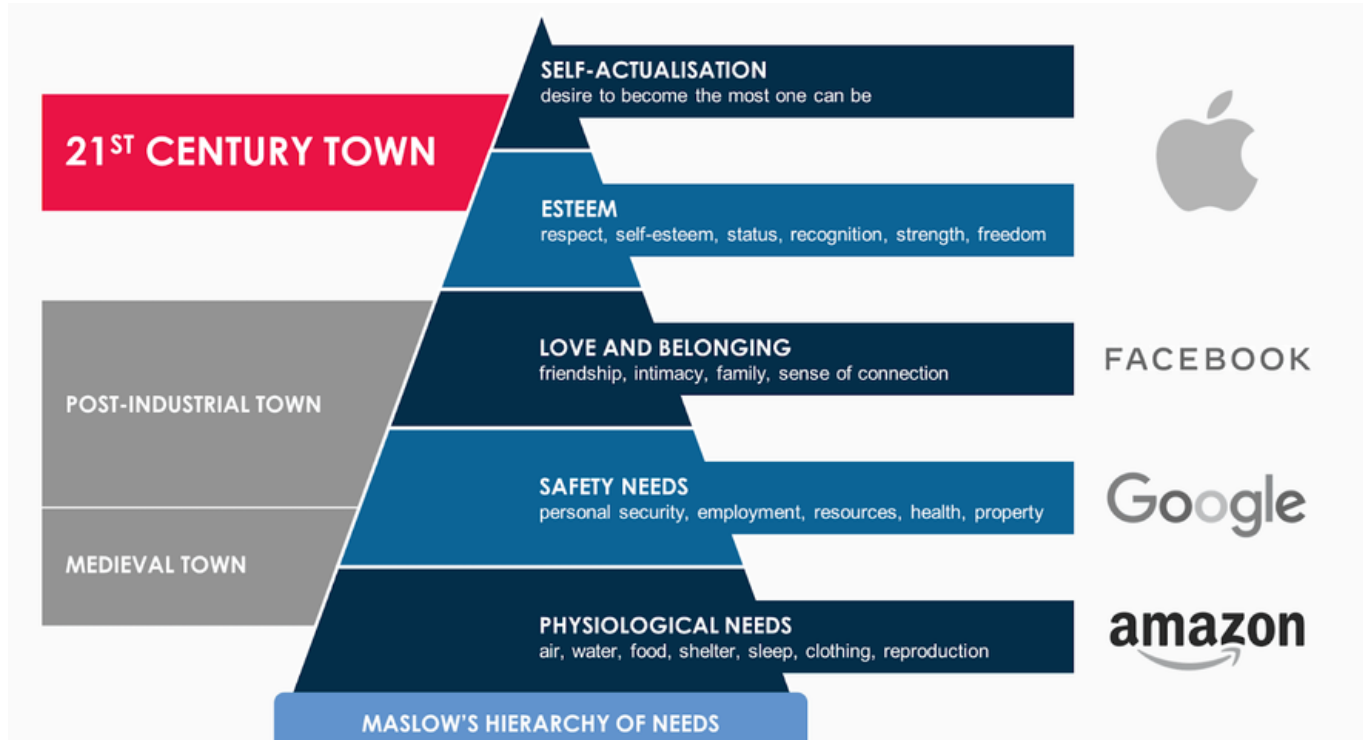
Our prediction: Within 10 years

50% of vacant town centre space will be filled by coworking spaces for knowledge workers

Photo credit: Canva License

COMPONENT 2 - INNOVATION DRIVEN ENTERPRISES – POST PANDEMIC MORE TECH COMPANIES WILL FOLLOW THE TALENT TO THE REGIONS

Innovation Driven Enterprises create high quality jobs and produce a positive multiplier effect for the locality.

Moretti ('The Geography of Jobs' Stanford Business) that for each knowledge intensive job 5 additional jobs are created in the locality.

INNOVATION DISTRICTS
A TOOLKIT FOR URBAN LEADERS
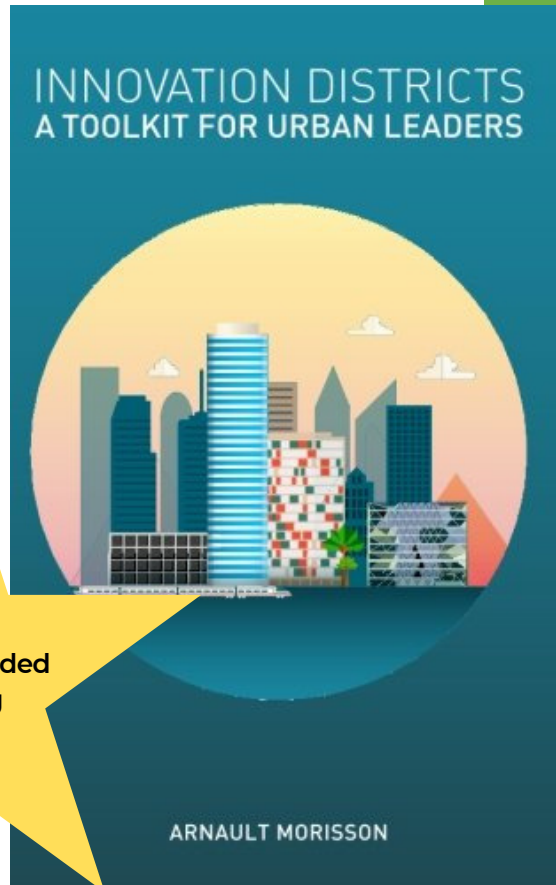
ARNAULT MORISSON

Recommended Reading

Copyright Arnault Morisson

WHY LOCAL INCREASINGLY MATTERS TO INNOVATION DRIVEN ENTERPRISES

Research has found that the employees of IDEs want to "work to make a life, not just a living".

As our advisory panel member Arnault Morisson says in his book 'Innovation Districts' -

"before even considering taking jobs in certain regions millennials prioritise a lifestyle that reinforces their own identities as creative people".

DIGITAL
@ Dún Laoghaire

ATTRACTING AND RETAINING REMOTE WORKERS AND INNOVATION DRIVEN ENTERRISES

To be attractive to digital and creative talent, localities need:

- Suitable co-working spaces,
- Business networks that address the digital and creative sector
- Community spirit that knowledge workers will want to be part of.

Innovation driven enterprises will then follow the talent.

COMPONENT 3 - SUSTAINING EXISTING TRADITIONAL BUSINESSES – SERVING THE NEEDS OF SELF-ACTUALISATION

In the past many small businesses in our towns drew their strength from either a local 'monopoly' of sorts (the local clothes repair shop, local betting shop etc) or providing professional access to the services of specialist knowledge (accountants, lawyers etc).

At an accelerating rate web based operators are removing the traditional local advantage enjoyed by many small business sectors.

In the Irish Times Conor Pope commented on the opening of fulfilment centres for Amazon in Ireland that "There is a real danger we will see the non-grocery sector disappear altogether".
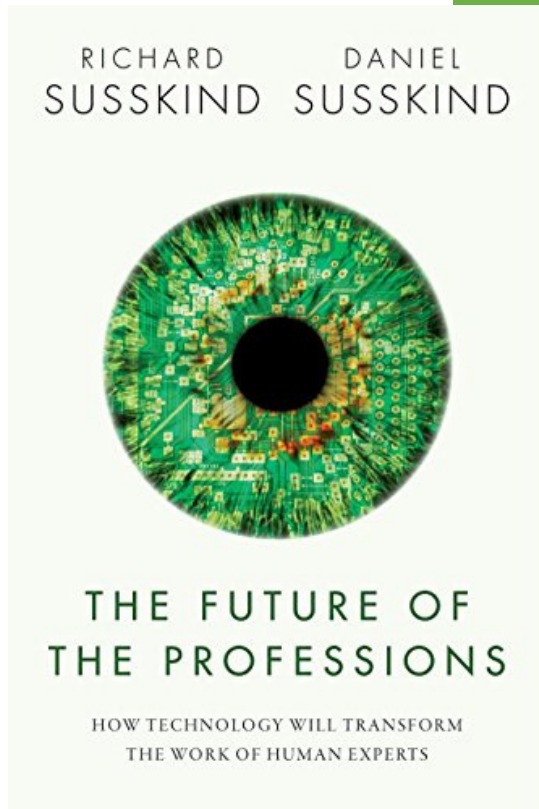
RICHARD DANIEL
SUSSKIND SUSSKIND

THE FUTURE OF
THE PROFESSIONS

HOW TECHNOLOGY WILL TRANSFORM
THE WORK OF HUMAN EXPERTS

**Recommended
Reading**

PRODUCTISATION OF SERVICES A THREAT TO THE BUSINESS 2 BUSINESS SECTOR IN OUR TOWNS

POST PANDEMIC BUSINESS MODEL FOR SMALL BUSINESSES - FOSTERING SOCIAL LIFE

PART 2 - SECTION 11

CONDUCTING A 'DIGITAL FIRST COMMUNITIES'
BENCHMARK OF YOUR LOCALITY

PHASE 1 - CARRY OUT A 'DIGITAL FIRST COMMUNITIES' BENCHMARK OF YOUR LOCALITY

PART 2 - SECTION 11

The inaugural 'Digital First Communities' benchmark of Dún Laoghaire Town is to provide a model that can help promote a place-based approach to winning the battle for the hearts and minds of people in rural localities and urban towns to use the ideas and technologies of the 21st century to take control of their economic destiny for their future prosperity.

The Dun Laoghaire 'Digital First Communities' benchmark comprises three pillars, the physical environment (we partnered with Dun Laoghaire Tidy Towns for this), digital empowerment (our work at DigitalHQ informed this section) and smart solutions (thanks to Smart Dun Laoghaire and the Masters students from MSc Smart & Sustainable Cities, Trinity College Dublin) .
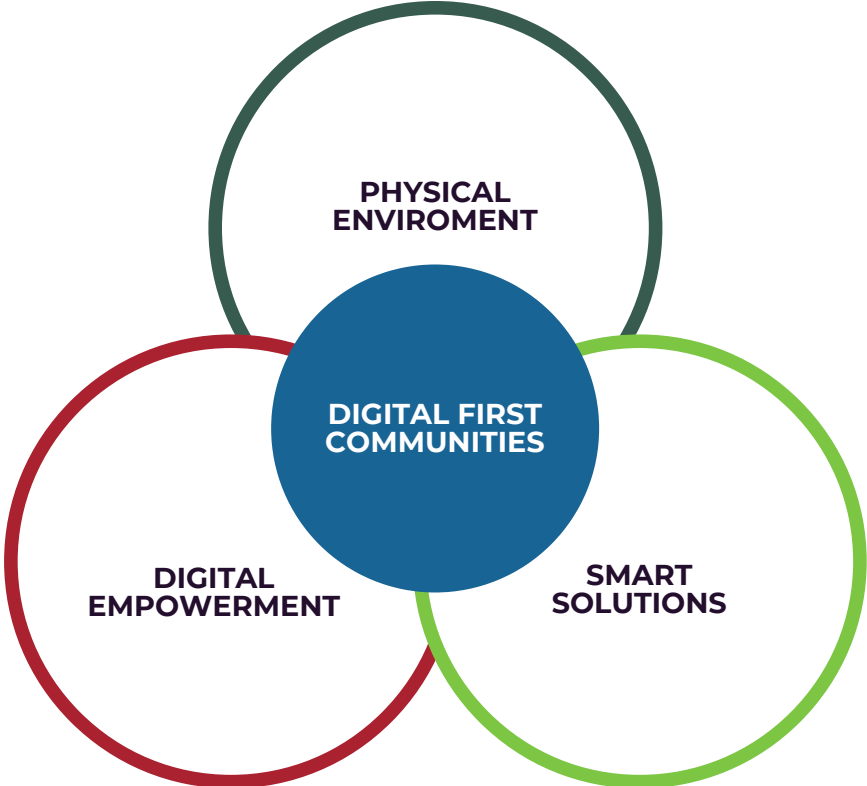
ATTRACTING - VALUE HIERARCHY FOR LOCALITIES

RETAIN

TRADITIONAL BUSINESSES

THE NEXT GENERATION

KNOWLEDGE WORKERS
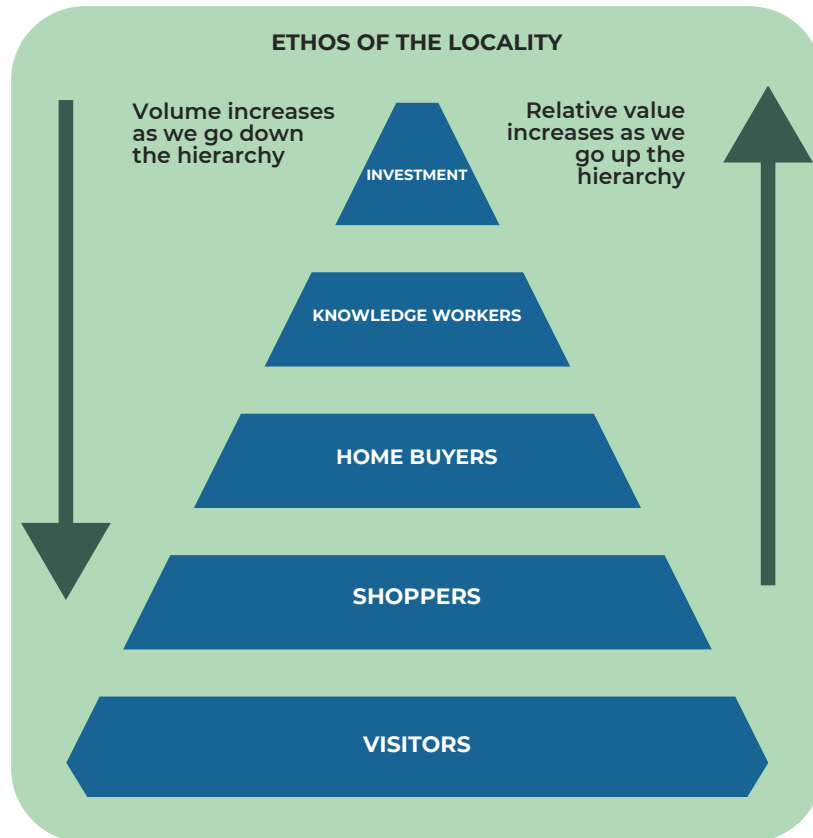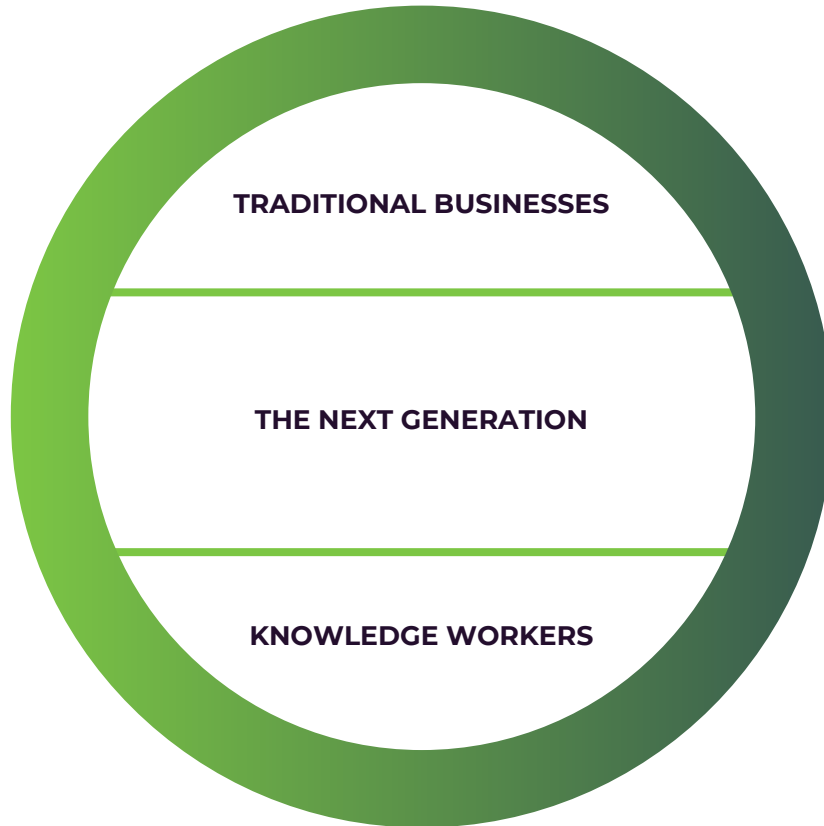
DETAIL OF EACH PILLAR OF WHAT A DIGITAL FIRST COMMUNITY SEEKS TO POSITION ITSELF TO ATTRACT

Pillar	What is it	Benefit to the locality	Factors influencing a decision
Investment	This covers innovation driven enterprises taking a long term lease on office space, the County Council spending on placemaking initiatives or improvements to the physical realm, investors buying property in the town, a national chain opening new retail premises in the locality etc.	Increased rates base for the County Council Increased placemaking appeal Increased footfall with high disposable income for local businesses	Projection and perception of the locality - the locality's ethos Vacancy rate Economic and demographic trends
Remote/knowledge workers	This covers those workers that are not part of the town's existing traditional B2B sector that are, or could, use office space in the town in its broadest sense, from short term to long term.	Increased footfall with high disposable income for local businesses Increased rates base for the County Council	Proximity to transport Connection to locality Available office space
Home buyers	People and their families buying in the locality and setting down roots.	From small independent family run boutiques to well-known, high-street brands, restaurants, coffee shops and bars	Schools Work opportunities Amenities Cost and availability of housing Ethos of the locality

@ DIGITAL
Dún
Laoghaire

PART 2 - SECTION 11

Pillar	What is it	Benefit to the locality	Factors influencing a decision
Shoppers	Both staple consumables (milk, bread etc) and discretionary (fashion, jewellery).	From small independent family run boutiques to well-known, high-street brands, restaurants, coffee shops and bars	Convenience Variety Cost
Visitors	Tourists and passing travellers that can be attracted to stop in the town.	It's a lot easier to attract visitors with a low spend than investors who have capital. Increased Bed nights in hotels or B&Bs	Amenities and attractions Awareness of the points of interest of the locality

COMPONENTS OF THE DIGITAL EMPOWERMENT BENCHMARK

DIGITAL PRESENCE OF THE LOCALITY

Attracting investment, remote knowledge workers, home buyers, shoppers & visitors.

DIGITAL KNOWLEDGE WORKERS

Attracting and accommodating

DIGITAL SIGNAGE

Communicating and coordinating local ethos

DIGITAL
@ Dún
Laoghaire

**DIGITAL PRESENCE
OF THE LOCALITY**

99
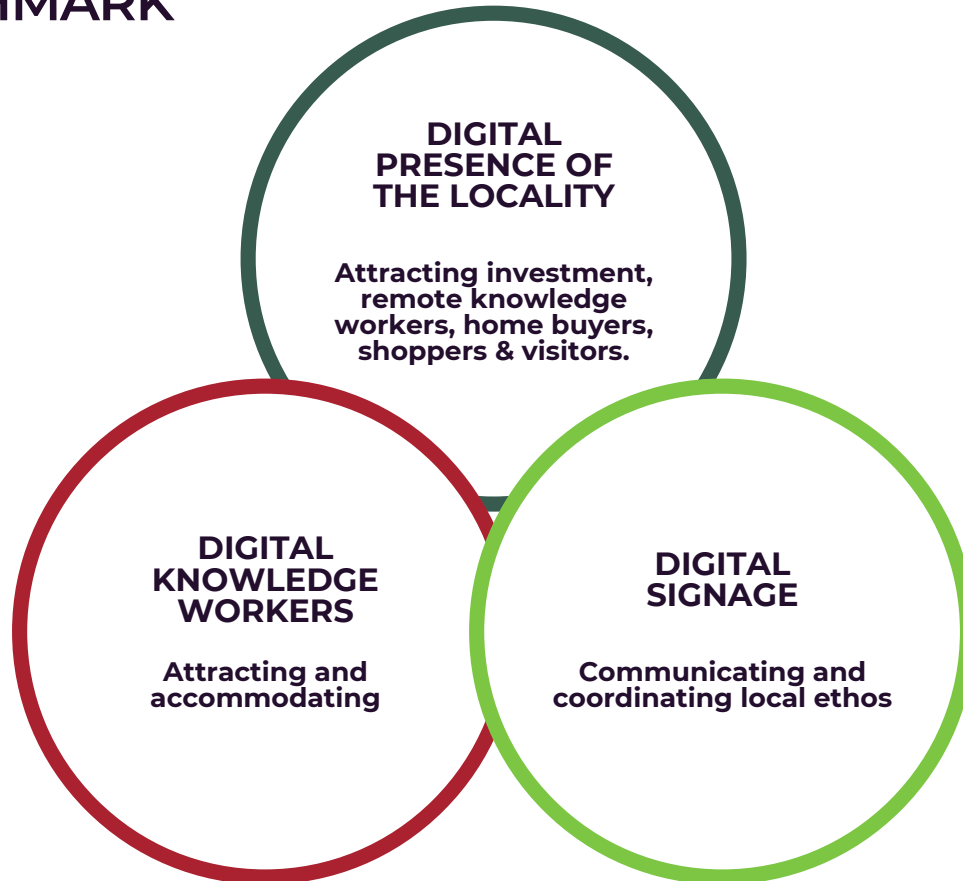
If it's not shared online, it didn't happen.

Eoin Costello

Digital World

Physical World

Digital Visibility of Locality

Community
Sports
Office space
Heritage
Shopping
Networks

DIGITAL VISIBILITY INDEX OF A LOCALITY

A locality's digital shop window

Google Search Landing Page

Locality's Website

Wikipedia Entry

Locality's #Hashtag on social media

THE SIMPLEST WAY TO DO AN ASSESSMENT IS TO PUT A 1 IN THE RELEVANT BOX FOR EACH ITEM OF INFORMATION YOU ENCOUNTER.

Investment

Evidence of

- **Projection and perception of the locality - the locality's ethos**
- **Vacancy rate**
- **Economic and demographic trends**

Knowledge Workers
Home Buyers

Evidence of

- **Schools**
- **Work opportunities**
- **Amenities**
- **Ethos of the locality**
- **Cost and availability of housing**
- **Proximity to transport**
- **Connection to locality**
- **Available office space**

Shoppers

Evidence of

- **Convenience**
- **Variety**
- **Cost**

Visitors

Evidence of

- **Amenities and attractions**
- **Awareness of the points of interest of the locality**

DIGITAL
@ Dún
Laoghaire

For the Digital Visibility Index benchmarking tools that you can use for your locality as well as the sections on digital knowledge workers and digital signage see:

https://www.digitaldunlaoghaire.ie/latest-news-from-digital-dun-laoghaire/digital-dun-laoghaire-launches-irelands-inaugural-digital-first-communities-benchmark

PART 2 - SECTION 12

USING ACTIONABLE INFORMATION TO COLLABORATE ON DIGITAL FIRST COMMUNITIES BENCHMARK PHASE 2

TURNING THE BENCHMARK INTO ACTION THROUGH COLLABORATION

Once you have the benchmark component complete then it is time to start putting together your plan of action
- Appoint a high-profile honorary patron to help create momentum.
- Identify a target/destination for your work - focus on projects that are discrete, tangible, time delimited and highly visible.
- Start assembling stakeholders around that destination.
- Set up social media accounts for @Digital steering group and register domain name - Love(locality name).ie
- Identify potential sources of local promotion grants (to fund digital campaigns for local businesses).

WHY CREATE A @DIGITAL <LOCALITY> STEERING GROUP

- Sends out a message that something new is happening
- Activates new stakeholders and avoids stepping on toes
- Helps the drivers feel they are part of something bigger, something national that can help overcome inertia/suspicion/disinterest

PART 2 - SECTION 13

DIGITAL MARKETING AND SOCIAL MEDIA FOR LOCALITIES - GETTING STARTED

DIGITAL
Dún Laoghaire

COLLABORATIVE CAMPAIGNS - THIS SECTION COVERS

- Getting started
- Website for your locality
- The basics of putting together a high quality campaign - Guide to Interviewing and Photographing participants
- Love <Locality> Campaigns
- Experience <Locality> Campaigns
- Why <Locality> Campaigns
- Tips on assembling your campaign plan
- How to collaborate as a locality to get maximise traction for your campaigns

WHY CONTENT MATTERS

- **52%** of first click interaction is via their blog
- **165%** increase in lead generation from their blog

RULES OF THUMB FOR YOUR WORK IN CREATING A DIGITAL FIRST COMMUNITY

- Highlight what's there by crowdsourcing rather than duplicating/recreating.
- Incentivise best practice - Focus on leveraging Google Maps, TripAdvisor, Eventbrite etc.
- Reuse content - 2 birds with 1 stone.
- Organise real world activities in a way that you get X2 impact in the online world.
- If it's not shared online it never happened!

THE WEBSITE FOR YOUR LOCALITY - RULES OF THUMB

Objective - Keep costs and maintenance low but current by:

- Highlighting what's there by crowdsourcing rather than duplicate.
- Incentivise best practice - Directories of local businesses can become graveyards of inaccurate information, focus on leveraging Google Maps.
- Reuse content - 2 birds with 1 stone - Project social media campaigns on the website.

THE WEBSITE FOR YOUR LOCALITY

Have a small number of static pages covering

- History & Tradition
- Parking
- Things to Do
- Crowdsource
- Events
- Directory of local businesses
- Guest posts
- Make it self service

For examples of this in action please see www.dunlaoghairetown.ie

INITIATIVES THAT DIDN'T WORK OUT FOR DUNLAOGHAIRETOWN.IE

- **Deals section** - To create a professional looking Deal Offering we needed 8 pieces of information including images from the local business, this took too much effort
- **Profile/accounts section for local businesses on DunLaoghaireTown.ie**
- **Event listings** - Too time consuming to keep updated.
- **Business directory** - Difficult to keep accurate all the time, is a duplicate of Google business pages
- **Love Dun Laoghaire town wide Competition** - too labour intensive to be repeated regularly for the impact it created

PART 2 - SECTION 14

CREATING COLLABORATIVE ONLINE CAMPAIGNS TO SUPPORT YOUR LOCALITY AND ITS SMALL BUSINESS COMMUNITY

WE STARTED BY UNDERSTANDING THE BUSINESS COMPOSITION IN DÚN LAOGHAIRE TOWN

Social enterprises 15%

B2C shop front businesses 45%

B2B office based businesses 40%

DÚN LAOGHAIRE TOWN

Dún Laoghaire's Digital Transformation
Summary of the Action Plan for the creation of the Digital Dún Laoghaire Cluster

Author
Eoin Costello

April 2017

An initiative of Dún Laoghaire Business Improvement District

DIGITAL Dún Laoghaire
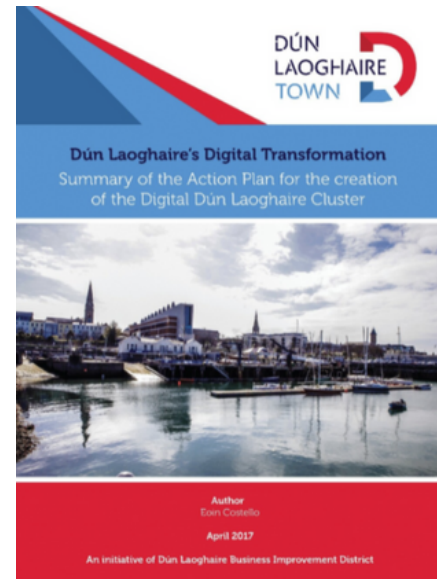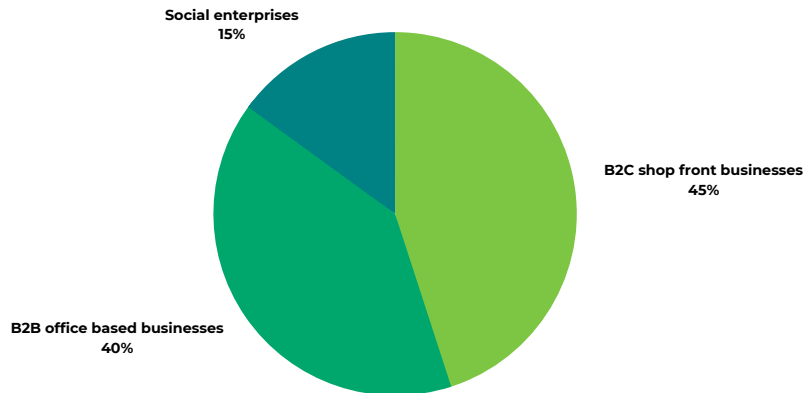
BREAK DOWN OF BUSINESSES IN DUN LAOGHAIRE

Approximately 500 rate paying businesses.

B2C business community located in the town break down by ownership structure into -
1. National/multinational - Tesco/Dunnes/Pennys/Argos
2. Small independent businesses - bicycle shops, book shops
3. Family owned businesses of long standing

We needed to create campaigns that support the B2C shop frontage businesses and the B2B office/non shop front businesses.

COLLABORATIVE DIGITAL CAMPAIGNS FOR EACH COHORT OF THE BUSINESS COMMUNITY

B2B

B2C

The town itself

INPUTS FOR SUCCESSFUL LOCALITY ONLINE CAMPAIGNS NEED

'Real' local people with close up shots

A standard framework of templates and processes
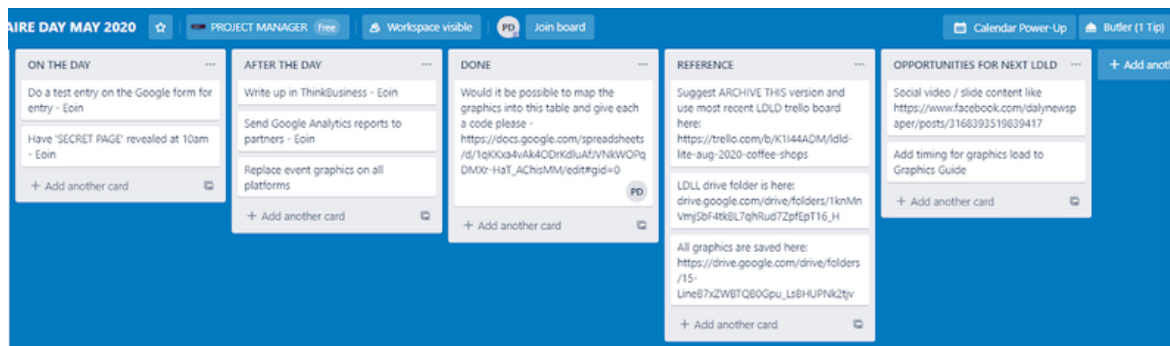
GUIDE TO INTERVIEWING AND PHOTOGRAPHING PARTICIPANTS FOR YOUR LOCALITY'S CAMPAIGNS

Photo credit: Canva License

THE STORY AND THE SHOT

- Focus on independent, family owned businesses.
- Need two shots in different positions for the different social media platforms at their premises.
- Source candidates through the local business association and direct approaches.

FOR TWITTER/INSTAGRAM - CLOSE UP FRAMED BY LOGO ON DOORWAY

FOR FACEBOOK - DISTANCE SHOT WITH BUSINESS FACADE PUTTING ITS LOCATION IN THE MIND OF VIEWERS
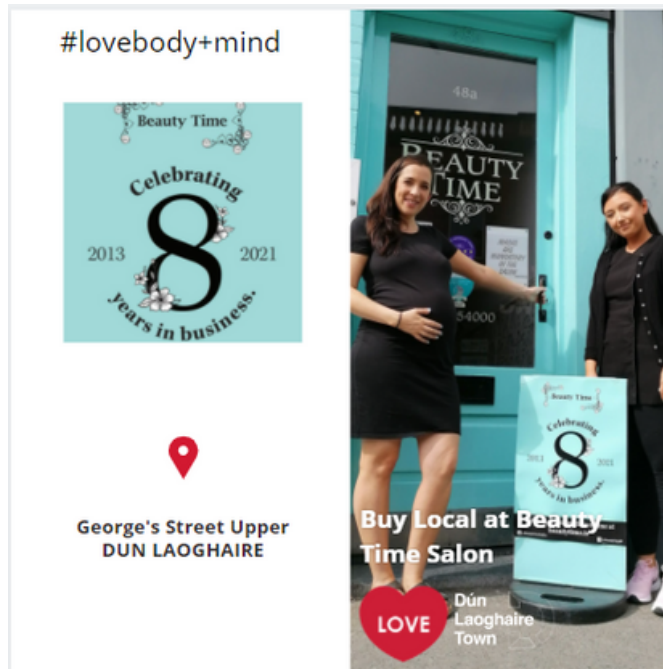
Bringing this laminated card to the photo shoot saves a lot of explaining and helps the busy small business owner grasp what's needed in the shortest amount of time
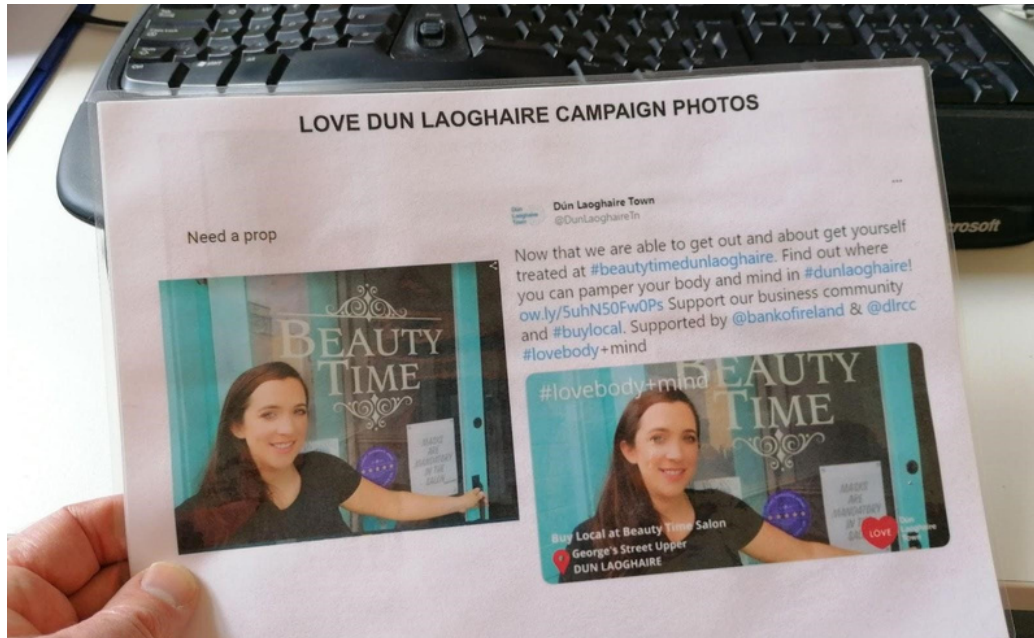
KEY TIPS FOR WRITING EFFECTIVE CONTENT

- **The headline counts for 80% of the copywriting pie - five times as many people read the headline than the body copy.**
- **Include relevant quotations**
- **Keep paragraphs short**
- **Use the <u>Flesch Reading Ease scale</u>**

TIPS ON WRITING CAPTIONS

- Tag the businesses and email them once the campaign goes live
- Conversational, friendly, B2C style.
- Start directly "Thinking about... Why not....Isn't it time to....." "where else would you..." "I ask you" "Have you ever...."
- Include relevant hashtags

PART 2 - SECTION 15

CAMPAIGNS TO SUPPORT THE TOWN'S
B2B BUSINESS SECTOR

WHY
Dún
Laoghaire
Town

B2B

CAMPAIGNS TO SUPPORT THE TOWN'S B2B BUSINESS SECTOR

Attracting remote workers & Innovation driven Enterprises

DIGITAL Dún Laoghaire
WHY DUN LAOGHAIRE

ATTRACTING REMOTE WORKERS & INNOVATION DRIVEN ENTERPRISES

MISSION OF WHY <LOCALITY> CAMPAIGNS

1. The perceived density of local networks and supports are a key factor in determining where to locate.
2. Shares the story of IDEs/Remote knowledge workers that are based in your locality.
3. Can create leads for the businesses you feature.
4. Connects up the supports that are available.
5. Gives you an opportunity to access the more inaccessible "behind an intercom" businesses.
6. Keeps your locality in the mind of officials, thought leaders etc.
7. Part of the mosaic of a vibrant community that attracts remote workers, home buyers, shoppers and visitors.
8. Can create an income for a digital remote worker in your hub.

PART 2 - SECTION 15

	Digital First Communities Campaign Themes **Why Dun Laoghaire**
Objective	Project the town as an attractive location for remote workers and innovation driven enterprises
Purpose	The Why Dún Laoghaire campaigns seek to project the town as a vibrant and attractive location in which innovation driven SMEs can recruit talent and thrive. Under our B2B @Digital Dun Laoghaire brand the objective of these campaigns is to attract B2B remote workers and innovation driven enterprises through content made up 50/50 between interviews with innovation driven enterprises already in the town and the business supports they can avail of from local providers such as the LEO/County Council/Colleges of Further Education/IoTs etc. We also highlight space available in local coworking spaces.
Campaign web address	https://www.digitaldunlaoghaire.ie/office-space-in-dun-laoghaire
Theme 1	PERSONALITIES - Interview posts with the business owners or managers of innovation driven enterprises already in the town and representatives of business service providers.
Theme 2	INFORMATION POSTS - 6 reasons why Dun Laoghaire is great for business
Theme 3	Available office space in Dun Laoghaire

OUTLETS FOR YOUR WHY<LOCALITY> CAMPAIGNS

- Blog post
- Post on social media
- Banner + pinned post on social media profiles
- Mailchimp Newsletter

INTERVIEW FEATURES STEPS

- **Source candidates through businesses in your hub, the local business association and direct approaches.**
- **50/50 between IDEs and support providers (LEO/CoCo/Colleges of Further Education/IoTs)**

WHAT IT LOOKS LIKE

Dún Laoghaire Town is a great place for investment, remote work and business.

There are plenty of options for office space, top talent and places for remote workers to walk and think. Public transport links include the DART and over 12 bus routes. One in five of its population are non-nationals and a diversity of languages – French, Polish, Chinese and many others – can be heard on its streets daily.

Why Dun Laoghaire Features

Mariea Mullally, DLR LEO – Dún Laoghaire Has Excellent Accessibility to Services, Great Office Spaces, and Amazing Transport

April 4, 2023

Amber Desprets, Smart Dún Laoghaire – Innovation and Engagement Are Keys to Driving Progress in Any Community

April 4, 2023

As part of April's 'Why Choose Dun Laoghaire' SHOWCASE we were delighted to talk with Amber

Dhruba Drew Banerjee, EGG VFX – Dún Laoghaire Has Great Art Talent, Good Deals for Rented Office Space and Everything Is Here!

April 4, 2023

As part of April's 'Why Choose Dun Laoghaire'
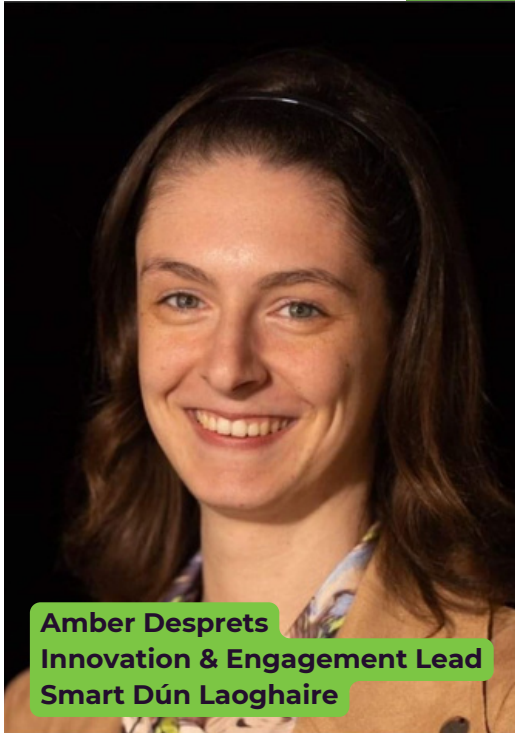
Amber Desprets
Innovation & Engagement Lead
Smart Dún Laoghaire

SAMPLE WHY DUN LAOGHAIRE CAMPAIGNS

FEB

February **Why Dun Laoghaire** Campaign

Media Cube's Ann Marie Phelan: A Creative Balance Between Start-up Culture and Quality of Life | Why Dun Laoghaire is Great for Business

MAR

March **Why Dun Laoghaire** Campaign

Why Dun Laoghaire is the Next Palo Alto | Why Dun Laoghaire is Great for Business

APR

April Why Dun Laoghaire Campaign

Wesley Hudson Explains Why the Time for Dun Laoghaire is Now | Why Dun Laoghaire

Experience the Digital Land of Céad Míle Fáilte with Mark Doherty and Connect the Dots Tours of Ireland

MAY

May **Why Dun Laoghaire** Campaign

Ron McNamara Shares Why Dun Laoghaire is Great for Starting Conversations

Forward Thinking in Dun Laoghaire with data and analytics expert Julie Collison | Clear Strategy

NovaUCD's Tom Flanagan "When you move your business to Dun Laoghaire you join a top class, county wide innovation ecosystem"

JUN

June **Why Dun Laoghaire Campaign**

Why digital is so important to towns - Interview with Oonagh McCutcheon of .IE

How to make Remote Work deliver for Dún Laoghaire Town - We hear from John Evoy of Grow Remote

Hope and Economic Recovery abounds at DLR County's Nutgrove Community Enterprise Centre

JUL

July **Why Dun Laoghaire** Campaign

Dún Laoghaire Further Education Institute (DFEI) - Building Collaboration Between Students and Local Businesses

Snapfix - The 'WhatsApp for buildings' scales from Dún Laoghaire

AUG

August **Why Dun Laoghaire** Campaign

DLRCoCo's Ursula O'Connor: "This is the county town and we are determined to make a success of it!"

The Glasshouses – A hothouse for business growth in the heart of Dún Laoghaire

SEP

September **Why Dun Laoghaire** Campaign

PacSana - Dún Laoghaire company creating tech to help seniors stay in their own homes

DLR LEO: "We're here to support people who want to start a business, or people who are already in business & they're looking to grow"

Officepods™ - Reinventing the office experience in Dún Laoghaire & beyond

OCT

October Why Dun Laoghaire Campaign

THE HIVE Agency - A leading company that chose Dún Laoghaire to call home

Reverve Energy - Removing tens of thousands of tonnes of carbon - and all from their base in Dún Laoghaire!

Bank of Ireland – Providing Financial Wellbeing to our town's businesses to help keep them sustainable

DEC

December **Why Dun Laoghaire** Campaign

JustTip - Tipping directly from you to the staff member from their base in Dún Laoghaire

DLR Chamber - Supporting over 500 of our town's businesses and locals

DIGITAL Dún Laoghaire

WHY DUN LAOGHAIRE

8,600 Multilingual Sales/Support Staff live nearby

Great places to WALK & THINK

13,500 English speaking Sales/Support Staff live nearby

Why Dun Laoghaire Town is GREAT FOR BUSINESS

2,500 IT Developers live nearby

Information Posts

REASONS WHY DUN LAOGHAIRE IS GOOD FOR BUSINESS

8116
DART
Top PUBLIC TRANSPORT LINKS

Dún Laoghaire has the best public transport linkages in the Dublin area, with over 12 bus routes and 200 Darts passing through our town every day.

Supported by @bankofireland & @dlrcc
#dunlaoghaire #whydunlaoghaire#whydunlaoghaire
ow.ly/o89K50HVEqK

Plenty of TOP TALENT

There is huge availability in the locality of the right blend of highly skilled staff that are right for your business.

Supported by @bankofireland &
@dlrcc #dunlaoghaire #whydunlaoghaire
ow.ly/8XRj50HVEUj

Wide range of places to EAT & DRINK

With over 35 eateries, 11 pubs and 25 cafés/coffee shops, Dún Laoghaire offers a vast range of options perfect for eating and drinking.

Supported by @bankofireland & @dlrcc #dunlaoghaire #whydunlaoghaire
ow.ly/k5Z250HVEA3

DIGITAL Dún Laoghaire

PART 2 - SECTION 16

CAMPAIGNS TO SUPPORT THE TOWN'S
B2C BUSINESS SECTOR

B2C

LOVE DUN LAOGHAIRE & BUY LOCAL CAMPAIGNS

WHY 'LOVE' LOCALITY?

As we know from earlier sections the essential difference between emotion and reason is that reason leads to conclusions while emotion leads to action.

MISSION OF LOVE <LOCALITY> CAMPAIGNS

1. Help make your local small business more sustainable in the face of Amazon/online shopping.
2. Incentivise good practice by small businesses - getting Google business pages and social media accounts set up.
3. Create positive peer pressure amongst small businesses.
4. Deepen the character of your locality and build on the loyalty to local.
5. Part of the mosaic of a vibrant community that attracts remote workers, home buyers, shoppers and visitors.
6. Can create an income for a digital remote worker in your hub

LOVE Dún Laoghaire Town	*Digital First Communities* Campaign Themes **Love Dun Laoghaire**
Objective	Project the town as an attractive destination for shoppers.
Description	The Love Dún Laoghaire campaigns seek to project the small, independent, often family owned, business community of the town as people who love serving their customers. The objective of these campaigns is to promote footfall with a high capture rate to B2C businesses, both to their premises and through clicks to their online offerings at key events in the calendar such as Valentine's Day, Mother's Day, January Sales as well as sector specific promotions (such as Interior Design, places to Eat etc.).
Campaign web address	https://www.dunlaoghairetown.ie/love-dun-laoghaire-shopping-dining-guides/
Theme 1	PERSONALITIES - Interview posts with the business owners or managers
Theme 2	INFORMATION POSTS: How to support Local Businesses digitally
Theme 3	BUY LOCAL - Encouraging people living in the area to Buy Local rather than go to global tech online retailers through a series of "Need A" posts

DIGITAL Dún Laoghaire

OUTLETS FOR YOUR LOVE<LOCALITY> CAMPAIGNS
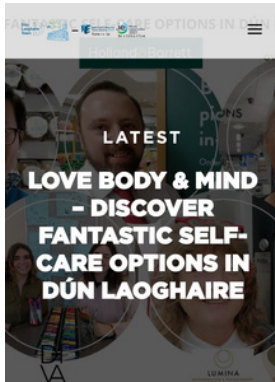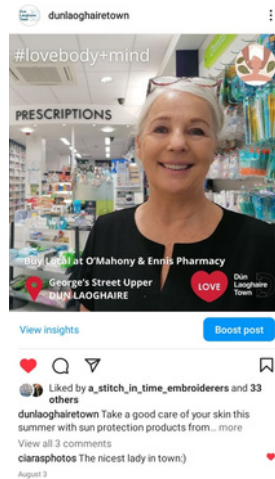
- Blog post
- Post on social media
- Banner + pinned post on social media profiles
- Mailchimp Newsletter

Brendan Kerrigan
Owner at The Pen Place
Dún Laoghaire

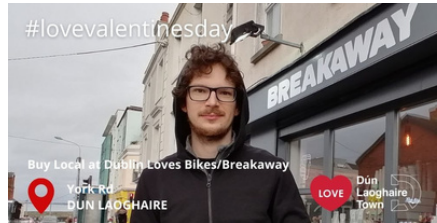# SAMPLE LOVE DUN LAOGHAIRE CAMPAIGNS AND FEEDBACK FROM THE PUBLIC

FEB

Love Valentine's Day

"Such a lovely shop with great service and beautiful lingerie and high quality under garments. The perfect gift for yourself and that special person in your life ❤ 😊"

BUSINESS PERSONALITIES CAMPAIGN

"Best designed flowers on the PLANiT"

195 Campaign feature article views

"The best hot chocolate ever! Think we better stop by this weekend!"

MAR

Love Mother's Day

LOVE Dún Laoghaire Town

BUSINESS PERSONALITIES CAMPAIGN

"This sounds awesome!!"

"Always beautifully embroidered!"

"Always has beautiful flowers high-quality flowers very highly recommended"

271 Campaign feature article views

APR

Focus on **Buying a Home**

"There's really not a bad time to buy in the Dun Laoghaire area."

LOVE Dún Laoghaire Town

BUSINESS PERSONALITIES CAMPAIGN

#buyingahome

DNG Dun Laoghaire
George's Street Upper
DUN LAOGHAIRE

LOVE Dún Laoghaire Town

Dun Laoghaire is a perfect place to live in for all generations. Here's everything you need to know when buying a home in Dun Laoghaire. http://ow.ly/X2AJ50EugzL Support our business community and BUY LOCAL. Supported by @BankofIreland & @DunLaoghaireRathdownCountyCouncil #buylocal #dunlaoghaire #buyingahome

#buyingahome

Haines Dun Laoghaire
George's Street Upper
DUN LAOGHAIRE

LOVE Dún Laoghaire Town

"The biggest thing when buying a property is to be prepared. Have your finances sorted, research the area, research the prices, decide on the hard NOs. Think about renovations, be cautious if buying and selling at the same time."

223
Campaign feature article views

.ie

DIGITAL Dún Laoghaire

MAY

Welcome Back

Need to tweak your wardrobe after the lockdown? @TheZipYardDL has superb tailors, designers, and dressmakers. Check what out our local businesses have in store for you. http://ow.ly/a4cOS0EL9h8 Support our business community and BUY LOCAL. Supported by @BankofIreland & @DunLaoghaireRathdownCountyCouncil #buylocal #dunlaoghaire #welcomeback

"I've told Robert he's not allowed leave our street when ebike sales overtake regular bikes in 2028...we're keeping @erevolutionireland"

"Sharon here from Pictorium Photoshop in Monkstown. When someone needs printing, copying... I send them straight to Keith. Hiya Keith!"

"They are the best Best pharmacy ❤"

LOVE Dún Laoghaire Town

BUSINESS PERSONALITIES CAMPAIGN

180 Campaign feature article views

JUN

Love Father's Day

A set of Rioja wines could be an amazing present for Father's Day. Shop at Neighbourhood Wine Dublin and support a new business in #dunlaoghaire. Check out what our local businesses have in store for you. http://ow.ly/TjKz50Fb1mD Support our business community and BUY LOCAL. Supported by @BankofIreland & @DunLaoghaireRathdownCountyCouncil #buylocal #dunlaoghaire #lovefathersday

"Great selection of Gents Clothing & Fantastic Staff always excellent service "

DIFFNEY

"That man pictured is a totem! I've survived on a kindle, but it's great to be back visiting bookshops and benefitting from the enthusiastic and passionate reviews of well read professionals "

LOVE Dún Laoghaire Town

BUSINESS PERSONALITIES CAMPAIGN

HAPPY FATHER'S DAY
Sunday June 30th
eason

154
Campaign feature article views

"Very helpful staff. For those that worry about being indoors, the shop is big and airy with high ceilings."

DIGITAL Dún Laoghaire

JUL

Love Body + Mind

There's nothing like a nice massage for stress relief. Treat yourself at Jade Beauty Clinic Now that lockdown is over find out where you can pamper your body and mind in Dun Laoghaire! http://ow.ly/5uhN50Fw0Ps Support our business community and BUY LOCAL. Supported by @BankofIreland & @DunLaoghaireRathdownCountyCouncil #buylocal #dunlaoghaire #lovebody+mind

"Looking great Sandra @eden_hair.design"
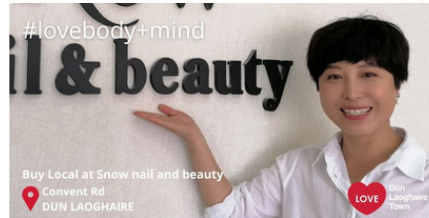
BUSINESS PERSONALITIES CAMPAIGN

201
Campaign feature article views

AUG

Love Food + Drink

BUSINESS
PERSONALITIES
CAMPAIGN

"Can't recommend this place enough. Food is amazing and staff are lovely"
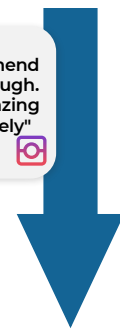
"The best place to have a nice time ^^ The food is also delicious!"

"@mckennasdunlaoghaire great pub and fantastic atmosphere"

630
Campaign feature article views

SEP

Love Weekend Breaks

"Best restaurant in Dun Laoghaire"

LOVE Dún Laoghaire Town

BUSINESS PERSONALITIES CAMPAIGN

Buy Local at Haddington House
Haddington Terrace
DUN LAOGHAIRE

Buy Local at Casper & Giumbini's
Marine Rd
DUN LAOGHAIRE

Would you like a room with a sea view? Book one at Haddington House Check out fantastic hotel and dining options when visiting our town! http://ow.ly/GigT50GmuSN Support our business community and BUY LOCAL. Supported by @BankofIreland & @DunLaoghaireRathdownCountyCouncil #buylocal #LoveWeekendBreaks #LoveDunLaoghaire

"This is the best Indian food in Dublin (in Ireland?). Consistently delicious, delivery is always on time, brilliant customer service. Thank you so much for making our life spicy and savoury ..."

Buy Local at Delhi Raso
Cumberland St
DUN LAOGHAIRE

Buy Local at Royal Marine
Marine Rd
DUN LAOGHAIRE

Buy Local at Fallon & Byrne
The Peoples Park
DUN LAOGHAIRE

242 Campaign feature article views

Buy Local at Bistro Le Monde
Harbour Square
DUN LAOGHAIRE

"Was there. The sea view was amazing. Especially the pier at night ... from the bed 😊"

LOVE Dún Laoghaire Town

Information Posts

HOW TO SUPPORT LOCAL BUSINESSES

Tip #1

How to share the love with your local businesses?

Give them a positive review on their Google Business Page

LOVE Dún Laoghaire Town
BUY LOCAL

Tip #2

How to share the love with your local businesses?

Follow their social media accounts

LOVE Dún Laoghaire Town
BUY LOCAL

Tip #3

How to share the love with your local businesses?

Bookmark their online shopping page

LOVE Dún Laoghaire Town
BUY LOCAL

Buying online from a local shop regularly? Bookmark their shopping page in your browser. Support our business community and BUY LOCAL. See all your local providers👉 http://ow.ly/cv0I50DwS8a Supported by @BankofIreland & @DunLaoghaireRathdownCountyCouncil #buylocal #dunlaoghaire

Tip #4

How to share the love with your local businesses?

Buy Vouchers or Gift Certificates from them

LOVE Dún Laoghaire Town
BUY LOCAL

When you are out of gift ideas you can always buy vouchers or gift certificates from local shops. Support our business community and BUY LOCAL. See all your local providers👉 http://ow.ly/cv0I50DwS8a Supported by @BankofIreland & @DunLaoghaireRathdownCountyCouncil #buylocal #dunlaoghaire

Tip #5

How to share the love with your local businesses?

Follow @DunLaoghaireTown on social media for local promotions

LOVE Dún Laoghaire Town
BUY LOCAL

We LOVE featuring local business owners on our digital channels. Follow us and never miss their stories and offers. Support our business community and BUY LOCAL. See all your local providers 👉 http://ow.ly/cv0I50DwS8a Supported by @BankofIreland & @DunLaoghaireRathdownCountyCouncil #buylocal #dunlaoghaire

DIGITAL Dún Laoghaire

LOVE Dún Laoghaire Town

BUY LOCAL CAMPAIGNS

Sample of Businesses featured in our monthly BUY LOCAL campaigns
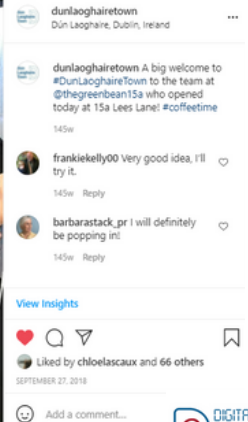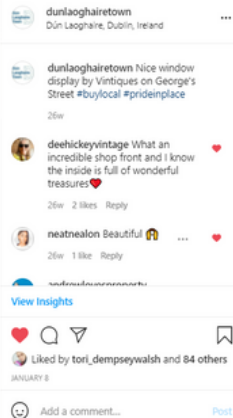
OTHER IDEAS FOR PROMOTING YOUR LOCAL SMALL BUSINESSES - CATCH PEOPLE DOING POSITIVE THINGS

CELEBRATE NEW OPENINGS - NICE SHOP FRONTS

CATCH THINGS AS THEY HAPPEN

BEFORE AND AFTER GETS GOOD ENGAGEMENT

ACCENTUATE THE POSITIVE AND THE UNUSUAL

THINK ABOUT WHAT YOU WANT THE SHOT TO CONVEY

TO CREATE DYNAMIC TENSION IN THE SHOT - FOCUS ATTENTION TO A POINT

ONES THAT DIDN'T WORK

PART 2 - SECTION 17

CAMPAIGNS TO PROMOTE THE TOWN

EXPERIENCE

Dún
Laoghaire
Town

CAMPAIGNS TO PROMOTE THE TOWN

Town promotion

DIGITAL
@ Dún
Laoghaire

Digital First Communities Campaign Themes **Experience Dun Laoghaire**	
Objective	Project the town as an attractive destination for visitors and workers.
Description	The Experience Dún Laoghaire campaigns seek to project the town as a destination that is full of interesting Points of Interest and places to unwind. The objective of these campaigns is to create visitor footfall with a focus on Dún Laoghaire's heritage and picturesque location.
Campaign web address	https://www.dunlaoghairetown.ie/top-10-things-to-do-in-dun-laoghaire-town/
Theme 1	INFORMATION POSTS: 1 of top 10 things to do in Dun Laoghaire and Historic Dun Laoghaire
Theme 2	SELF GENERATED ASSETS: Map of Historical Walking Trail and Graphic for "You know you are from Dun Laoghaire when"
Theme 3	OPPORTUNITY "on the spot" shots - sunrise, new facilities, items of interest

Photo credit: Shutterstock

SAMPLE EXPERIENCE DUN LAOGHAIRE CAMPAIGNS

BUILD ON YOUR LOCALITY'S HERITAGE & NOSTALGIA

SUSSEX ST

LYNCH LANE

GEORGE'S STREET LOWER

PATRICK ST

CONVENT RD

HAIGH TERRACE

DÚN LAOGHAIRE
ANSEO
MURAL WALKING TOUR

DLRCOCO.IE

DUNLAOGHAIRETOWN.IE

PART 2 - SECTION 17

EXPERIENCE
Dún
Laoghaire
Town

Information Posts
TOP 10 THINGS TO DO IN DUN LAOGHAIRE

PART 2 - SECTION 17

EXPERIENCE
Dún Laoghaire Town

Information Posts

HISTORIC DUN LAOGHAIRE

KING GEORGE IV MONUMENT

QUEEN VICTORIA FOUNTAIN

PEOPLE'S PARK

NATIONAL MARITIME MUSEUM OF IRELAND

IRISH DESIGN GALLERY

DLR LEXICON

RUSSIAN CANNON FROM THE CRIMEAN WAR

This Russian Cannon dates from the Crimean War and is a favourite with kids for climbing! Take a walk and have a great day out in Historic Dun Laoghaire. See our tour guide here. 👉 http://ow.ly/3YJE50I992Q Supported by @BankofIreland & @DunLaoghaireRathdownCountyCouncil #buylocal #dunlaoghaire #ExperienceDunLaoghaire

COUNTY HALL

County Hall was designed 1879 by architect John L. Robinson and is home to DLR County Council. Visit and have a great day out in Historic Dun Laoghaire. See our tour guide here. 👉 http://ow.ly/3YJE50I992Q Supported by @BankofIreland & @DunLaoghaireRathdownCountyCouncil #buylocal #dunlaoghaire #ExperienceDunLaoghaire

HARBOUR

Work started on our harbour in 1816. It was the largest asylum harbour in the world for many decades. Take a walk and have a great day out in Historic Dun Laoghaire. See our tour guide here. 👉 http://ow.ly/3YJE50I992Q Supported by @BankofIreland & @DunLaoghaireRathdownCountyCouncil #buylocal #dunlaoghaire #ExperienceDunLaoghaire

DIGITAL Dún Laoghaire

Information Posts

SELF-GENERATED ASSETS featuring materials created by DigitalHQ
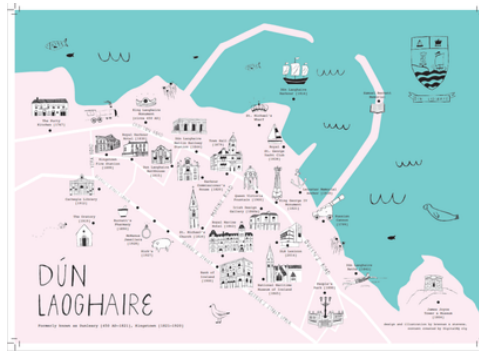
EXPERIENCE
Dún Laoghaire Town

OPPORTUNITY "On the spot" shots of the town
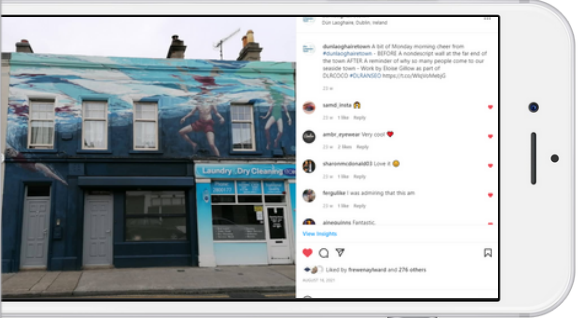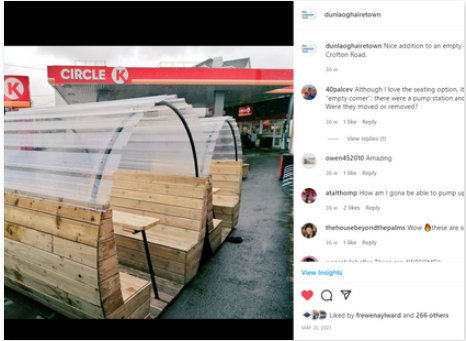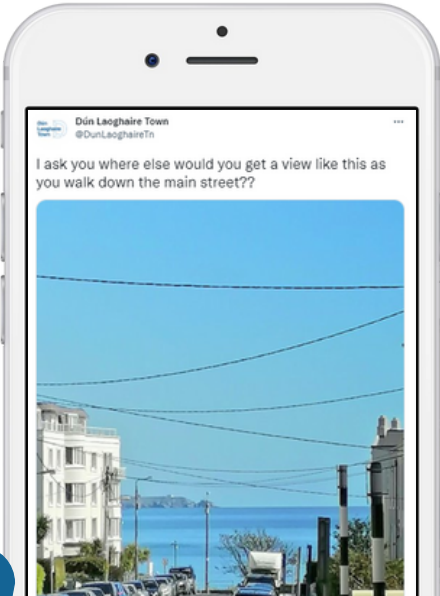
PART 2 - SECTION 18

HOW TO MAXIMISE ENGAGEMENT AND TRACTION FOR YOUR CAMPAIGNS

How to maximise engagement and traction for your campaigns

Sean O Coisdealbha, Udaras & a Microsoft volunteer at the Digital First Day 2022 event.

Eoin Costello & Minister Heather Humphreys
in our Digital Dun Laoghaire HUB
at the launch of the Digital First Day 2022

ASSEMBLING YOUR CAMPAIGN PLAN

CAMPAIGN PLAN

Month specific campaigns

Before and After - One post each Monday

Year Round Campaigns

Dun Laoghaire Walking Tour and Special Memories - 10 posts
Parking - 5 posts

The Enterprising Towns Judges visit our hub in Dún Laoghaire

HOW TO COLLABORATE TO GET MAXIMISE TRACTION FOR YOUR CAMPAIGNS

> The Love Dun Laoghaire campaigns create a sense of camaraderie amongst the small businesses here. It was one of the things that kept me going at the worst of the lockdowns.

Comment from local business owner Biju

COLLABORATING AS A LOCALITY

Create a List called <Locality> Stakeholder Social Media accounts in a shared doc

Identify the social media handles of your stakeholders and add them to your list

FOR TWITTER

For individual stakeholders
- **How to pin a Tweet issued by your locality**
- **How to set automatic tweet notifications from your locality's social media account every time a certain account Tweets**
- **Check your Notifications regularly**

For the Locality digital coordinator
- **Create central lists on Trello and share with stakeholders**
- **Clicktotweet.com is a quick way to encourage stakeholders to help you get the message out**
- **Create a public Twitter list of the accounts of your locality's stakeholders**
- **Tag stakeholders in images**

FOR LINKEDIN

For individual stakeholders
- Tag your locality's Business Page in any relevant posts you create.
- Add your role with your locality's steering group to your LinkedIn profile.
- Check your Notifications regularly.

For the Locality digital coordinator
- Issue email/Whatsapp to stakeholders with sample posts for Twitter and Linkedin.
- Tag stakeholders in Comment post.

CREATING TRACTION FOR YOUR CAMPAIGNS

Maximise engagement by creating momentum and alignment

1. Map out cohorts of influencers
2. Locate social media accounts for those and use strategy of visible and invisible tagging
3. Complemented by Whatsapp messaging to aligned groups
4. Tag the businesses and email them once the campaign goes live

Digital Dun Laoghaire Town
@DigitalDLT

Are you a small business that imports from or sells to Northern Ireland or the UK? Then you need the latest updates on how to protect your business in the event of BREXIT from experts from @leo_dlr @DigiTorc & @bankofireland - Free reg eventbrite.ie/e/brexit-how-t...

Visible tagging

OCTOBER MORNING BRIEFING
BREXIT - How to protect your business

Clodagh Whelan   Pat Scanlan   Lee Evans

11am Wednesday 2nd Oct

Tagging in the image

dlrcc and 9 others

"Heads up - Our latest campaign has gone live!

Help us get the message out by working the social media algorithms by reacting-

On Linkedin here - https://www.linkedin.com/feed/update/urn:li:activity:6862394724607700992/

On Twitter here - https://twitter.com/DigitalHQclg/status/1456630927283658754

Please Remember!! Likes = +1 Comment = +3 ReShare = +5 on the platforms"

EXPLANATORY NOTES FOR SLIDES IN PART 2

- Part 2, Section 10 - The geography of job automation in Ireland identified that rural areas are most at risk - Automation and Irish towns: who's most at risk? Authors Crowley, Frank Doran, Justin Publisher Spatial and Regional Economics Research Centre, University College Cork.
- Part 2, Section 10 - Chad Gilmer - Chairman of DigitalHQ clg Chad Gilmer took a vacant retail premises on Dun Laoghaire main street and turned it into a vibrant coworking space for 100 knowledge workers.
- Part 2, Section 10 - Lulabelle Flowers & JJ Darboven, Dun Laoghaire - Examples of local small businesses that have embraced experiential retail
- Part 2, Section 11 - Page with the circles that represent the elements of the digital first community - The benchmark comprises three pillars, the physical environment, digital empowerment and smart solutions.
- Part 2, Section 11 - The iceberg - There are lots of great things happening in localities across Ireland however if it is not shared digitally then it is not visible to online searchers.

PART 3

Your hub as an engine of growth for your locality

Lyn Donnelly
Manager at Ballinasloe Enterprise Centre
Ballinasloe, Co Galway

Index

PART 3

YOUR HUB AS AN ENGINE OF GROWTH FOR YOUR LOCALITY

Lyn Donnelly
Manager at Ballinasloe Enterprise Centre
Ballinasloe, Co Galway

BENEFITS OF A HUB TO A LOCALITY

Source: Stephen Wall B.ARCH. MSc.

THE DIVERSE NEEDS OF DIFFERENT HUBS USERS
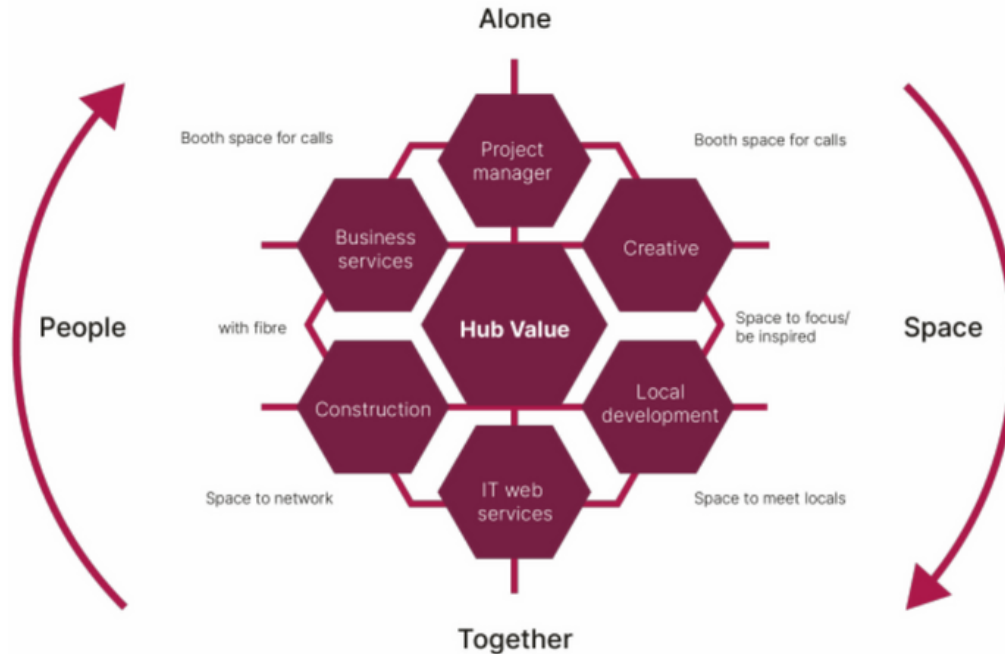
PART 3 - SECTION 19

ASSEMBLING THE BUSINESS CASE FOR YOUR
PROPOSED HUB

"Putting a hub into a rural community without wrapping a community of stakeholders around it is like starting a new GAA club without a supporters and volunteers association.
Eoin Costello

Photo credit: Connected Hubs

Localities across Ireland are identifying opportunities to develop remote work hubs in their community and from a circular economy point of view this section focuses on proposals for:

- Commercial private sector hubs in unoccupied retail space
- Social enterprise hubs in listed buildings in public ownership

THE KEY ELEMENTS TO ASSEMBLING YOUR BUSINESS CASE INCLUDE

1. The context for your locality - Population, strengths and weaknesses
2. How your hub will capitalise on the societal changes of remote work
3. Identifying the level of demand for the services of your proposed hub
4. Articulate a vision for your locality in the future that your hub will make a reality
5. Outline the benefit of your proposed hub to your Local Authority
6. Estimate the job creation potential of your proposed hub
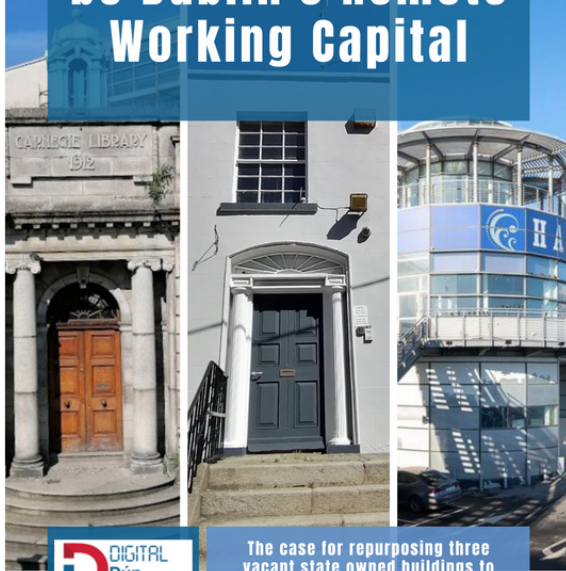
As part of an Enterprise Ireland supported feasibility study we, i.e. Digital Dun Laoghaire, prepared a proposal for a hub in a vacant building owned by DLR County Council

Photo credit: Shutterstock

1. THE CONTEXT FOR YOUR LOCALITY - POPULATION, STRENGTHS AND WEAKNESSES

EXTRACTS FROM THE @DIGITAL DUN LAOGHAIRE PROPOSAL

PART 3 - SECTION 19

While Dún Laoghaire is an urban town within the greater Dublin region (with over 140,000 people living within a 10-minute drive and 34% of the population under 30 years of age) has stunning views, a cosmopolitan culture, Mediterranean appearance and Victorian built heritage, all making it a popular destination. Dún Laoghaire as we know it now largely dates from the 1820s and is home to many independent, family-owned businesses of long standing.

The town features one of Ireland's longest main streets (1.2 kilometers) stretching from the beautifully laid out People's Park to the reputed location of the 450AD King Laoghaire's dún or fort.

The town is dotted with places of interest including the National Maritime Museum of Ireland, the world's first suburban railway station, what was the world's largest asylum harbour for over 50 years, the Baths and the strikingly modern DLR LexIcon.

The town's harbour is a busy hub for fishing and water sports and is much loved for strolls on the East Pier with a snack of locally caught fish and chips. Public transport links include the DART and over 12 bus routes.

CHALLENGES

Dun Laoghaire Town's high street struggles with many of the same challenges that towns across Ireland do. The main thoroughfare, George's Street, is approximately 1.2 km long and features approximately 264 shop fronts, many of which were built in the 19th century.

DUN LAOGHAIRE TOWN'S STRENGTHS

1. Seaside coastal town
2. Numerous small independently owned businesses
3. Lots of interesting heritage
4. Public transport linkages - Dún Laoghaire has the best public transport linkages in the Dublin area, with over 12 bus routes and 200 Darts passing through our town every day.
5. Quality office space - OfficePods, Glasshouses 1 and 2, Dun Laoghaire Enterprise Centre are all located in the town centre.
6. Availability of top talent - As we outline below there is a high availability in the locality of the right blend of highly skilled staff
7. Wide range of places to eat and drink - With over 35 eateries, 11 pubs and 25 cafés/coffee shops, Dún Laoghaire offers a vast range of options perfect for eating and drinking.
8. Great places for remote workers to walk and think - Dún Laoghaire has a beautiful coastal setting, with the East & West Piers, seafront and coastal green spaces just 10 minutes out of the office.
9. Constantly growing population in the area.

AVAILABLE TALENT NEARBY

- 2,500 IT Developers currently live in Dún Laoghaire
- 8,600 Multilingual Sales/Support Staff with experience in Digital Industries
- 13,500 English speaking Sales/Support Staff with experience in Digital Industries

WITHIN 30 MINUTE DRIVE THERE ARE:

- Additional 2,000 IT Developers
- Additional 10,500 Multilingual Sales/Support Staff
- Additional 15,200 English speaking Sales/Support Staff with experience in Digital Industries

MORE DETAIL ON CONSTANTLY GROWING POPULATION

This density of residence within close proximity to the town will increase significantly in the coming years in light of residential developments planned or in progress at:

- Former Tedcastles site, Dun Laoghaire - 161 no. Build to Rent apartments
- St. Michael's Hospital Car park, Dun Laoghaire - 102 no. Build to Rent apartments
- CBS site Eblana Avenue, Dun Laoghaire - 208 no. Build to Rent
- Dalguise House, Monkstown - 290-unit residential scheme
- Cheshire Home site, Monkstown - 75 residential units
- Charleville, Harbour Road, Dalkey - 54 residential units
- Cluain Mhuire, Newtownpark Avenue - 48 residential units
- Temple Hill, Blackrock - 257 apartments
- Europa Site, Blackrock - 101 apartments

2. HOW YOUR HUB WILL CAPITALISE ON THE SOCIETAL CHANGES OF REMOTE WORK

EXTRACTS FROM THE @DIGITAL DUN LAOGHAIRE PROPOSAL

WHY NOW? - THE WORLD IS CHANGING

RICHARD SUSSKIND   DANIEL SUSSKIND

THE FUTURE OF THE PROFESSIONS

HOW TECHNOLOGY WILL TRANSFORM
THE WORK OF HUMAN EXPERTS
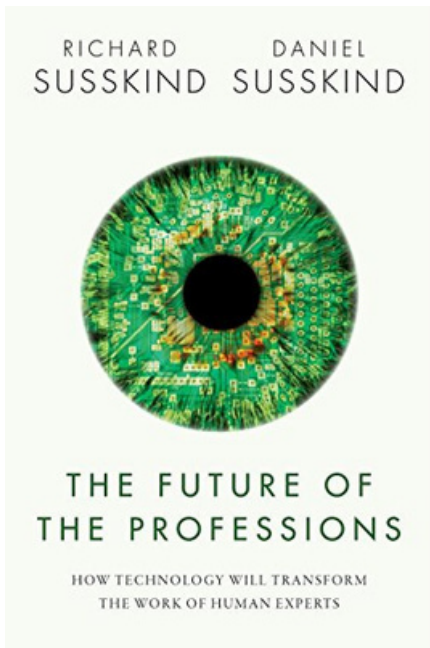
In 12 years over 50% of
the workforce will be
freelancers

"Remote working
presents us with a once
in a generation
opportunity!"
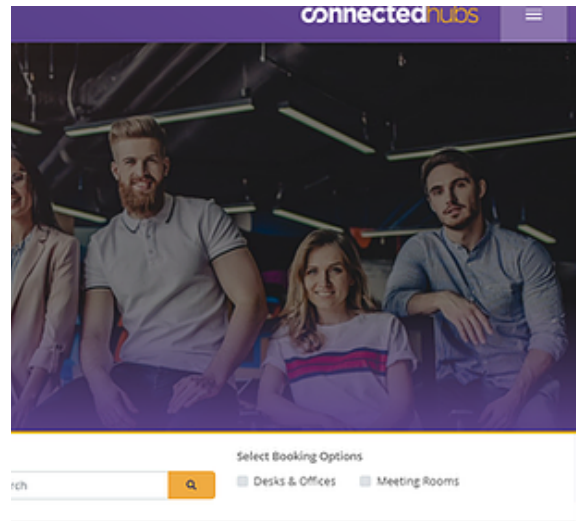
Ireland can reduce its national
dependence on mobile
multinationals and city centric
economic growth

PART 3 - SECTION 19

According to Gartner 90% of HR leaders will allow employees to work remotely even after the COVID-19 Vaccine is widely available. The National Remote Working Employee Survey has found 94% of workers would like to work remotely some or all of the time when the Covid-19 crisis ends. Long-term remote and hybrid working plans have already been announced by companies which employ staff living in the Dun Laoghaire catchment area such as Microsoft, Google, Salesforce, Dropbox and Indeed. These employers account for a significant portion of the tech talent identified by Sigmar above.

However research has also identified the negative health effects of working from home. Almost a third (31pc) of regular company staff say that their wellbeing has deteriorated since they started remote working. According to an Arkphire survey of 700 people, the novelty value of working from home has worn off and tiredness, difficulty concentrating and mental health issues have all moved centre stage.

Also of concern for companies is that the innovation index goes down when teams are exclusively working from home, a decrease in innovation from not working in a collaborative space.

Photo credit: Canva License

3. IDENTIFYING THE LEVEL OF DEMAND FOR THE SERVICES OF YOUR PROPOSED HUB

EXTRACTS FROM THE @DIGITAL DUN LAOGHAIRE PROPOSAL

THE CASE FOR MAKING DÚN LAOGHAIRE DUBLIN'S REMOTE WORKING CAPITAL

A new vision for our town centre as a remote working destination

> I believe that securing high-quality coworking space is important now more than ever as remote working becomes part of the new norm and many businesses disband their central office spaces. At present, there is high demand for such facilities, with supply falling behind in Dún Laoghaire.
>
> **Jennifer Carroll MacNeill T.D – Honorary Patron to DigitalHQ**

WILL THERE BE ENOUGH DEMAND?

Will demand evolve for the step-change in suitable office space we are proposing in this report for the town? Looking exclusively at current actual demand risks falling into the pitfall identified by Henry Ford. Ford, reputedly when developing the Model T, quipped that if he had asked people at the time what demand existed in transport the response would have been ' for faster horses'.

LATENT DEMAND VERSUS ACTUAL DEMAND

When planning for the medium term, current demand is not necessarily a reliable indicator of latent and emerging demand.

Latent demand for remote working within Dun Laoghaire Town in the coming years includes:

1. Hybrid work - Post pandemic increasing numbers of people will wish to work locally in their locality rather than commute to Dublin city centre and the Docklands. There are approximately 8,900 people living within a 10 minute walk from town centre, 135,000 within a 10 minute drive, a high proportion of these are tech/digital professionals working in the Docklands and Dublin city centre.
2. Population growth - Dún Laoghaire town and environs saw a sizeable population increase of approximately 1,900 persons in the last census – the strongest rate of growth in decades and a figure that is expected to continue to grow.
3. Digital Nomads - Following international trends Digital Nomads locating themselves in the Dublin region are predicted to increase significantly over the next 5 years.
4. Immigration - Population growth in Ireland is projected by the CSO to grow by 1 million by 2050 with this growth concentrated in the greater Dublin region.
5. New homes - Based on planning applications made and granted (see page 21) in excess of 1,300 residential units will be completed in the coming years within a 10 minute drive of the Dun Laoghaire Town Centre.

DEMAND FOR OFFICE SPACE IN DÚN LAOGHAIRE TOWN

Respondents to the KPMG Town Study community survey stated that

- Half of those who were seeking space could not source the space they were seeking (50%).
- 39% believe that there is a need for greater provision of co working spaces.
- 20% said they intended to scale up from their current location in Dún Laoghaire.
- 49/74 businesses wanted to lease new space
- Respondents were asked if they do not have a presence in Dún
- Laoghaire, and if co-working was available would they utilise such space. Almost half of the 82 respondents replying to this question (47%) said they
- would utilise such space
- However 39% of respondents to the KPMG Town Study community survey believe that there is a need for greater provision of coworking spaces in Dun Laoghaire.

PART 3 - SECTION 19

When looking at the provision of remote/coworking spaces in DLR County the Regional CoWorking Analysis conducted by the three Regional Assemblies, and published in September 2020, found that:

> The potential number of private sector workers capable of operating remotely was notably high in local authorities with high populations, with the highest number of private sector workers capable of operating remotely likely to be in... Dún Laoghaire-Rathdown (39,982, second highest in the country)

However this report states that the estimated number of hubs in DLR County to cater for this demand was 17. However on reviewing the listing of hubs on page 28 of the report that they base this number on it includes locations that would not be available to remote workers.

Therefore we believe that there is significant under provision of coworking space in DLR County.

Photo credit: Shutterstock

4. ARTICULATE A VISION FOR YOUR LOCALITY IN THE FUTURE THAT YOUR HUB WILL HELP MAKE A REALITY

EXTRACTS FROM THE @DIGITAL DUN LAOGHAIRE PROPOSAL

A CLEAR AND EXCITING VISION FOR DÚN LAOGHAIRE TOWN

@Digital Dun Laoghaire's Chairman Chad Gilmer described our unifying vision for a future post- pandemic Dún Laoghaire as "the Palo Alto of the east coast of Ireland, the Brighton of the Dublin region, bustling with innovation-driven businesses that support existing traditional business, a hub for tech and digital talent and vibrant business networks."

At Digital HQ we believe that within the next 10 years up to 50% of currently unoccupied retail space and buildings in town centres will become remote working hubs. DigitalHQ's chair, Chad Gilmer, proved in our town that repurposing vacant retail space to high quality coworking space works. He took a long term unoccupied retail space in Dun Laoghaire and converted it into Glasshouses2, an office space that has brought 100 professional jobs to the main street of the town, who all shop locally.

Creating an influx of knowledge worker jobs would be a significant benefit to local retail, with the potential to upscale the offering and mix of retail businesses in the town. As noted by Philip Oltermann in "the age of Amazon, it seems the way to thrive is to specialise".

In some ways, the hyper-specialist shops of Berlin show one way forward for small businesses in the future of retail but these need high footfall with a strong capture rate. A good example of a local business that has deepened its offering as the town has progressed is JJ Darboven. This business has grown its presence in the town from their traditional coffee brewing for individual customers to full coffee roasting on site and even a barista training academy.

AN ECOSYSTEM APPROACH TO REGENERATING OUR TOWN THROUGH HUBS

For Dun Laoghaire to become vibrant and thriving at its centre, the town needs to offer a wide range of office space offerings that are suitable for social enterprises, small traditional businesses and larger export orientated businesses.

We believe that the evolving demand for hybrid workspace options post-pandemic means that the opportunity for Dun Laoghaire to become Dublin's coworking capital, in its pivotal location between Sandyford Business District and Dublin Docklands, is real and achievable. To do this we need to create a critical mass of suitable office space, a hive effect. We believe that this is a goal that the public and private sector in our town need to unite behind for the common good.

To generate sufficient critical mass for an individual remote working hub in the town to not just to survive but to prosper, it needs to be within an ecosystem. Just as Johnson's Court off Grafton Street has five jewellery shops in a row, critical mass brought about by an ecosystem creates momentum that draws in larger numbers and creates better economies of scale.

By creating a synergist collaboration between a number of hubs in the town there is the opportunity to attract startups at the start of their journey to the feeder locations and then as they scale they move up into the larger providers in the town as their space requirements grow.

THREE COUNCIL OWNED BUILDINGS WITH POTENTIAL TO BE ACTIVATED AS HUBS

To create the maximum potential for a synergistic collaboration between a range of office space providers that serve as step up facilities for each other, we are suggesting the following -

1. A facility dedicated to social enterprise and social innovation - it is proposed that the ideal location for this is the vacant council owned Carnegie Library.
2. A facility dedicated to startups and small businesses that want to scale up - it is proposed that the ideal location for this is the vacant council owned Kelly's Hotel and adjoining Bathhouse.
3. A facility dedicated to larger, high growth startups, scaleups and FDI clients of the IDA - Based on the limited information available it would appear that the Quarterdeck proposal for the Council owned Ferry Terminal addresses this.

Quarterdeck proposes that their approach will raise all local operators as the Dún Laoghaire location becomes more desirable.

Photo credit: Shutterstock

5. OUTLINE THE BENEFIT OF YOUR PROPOSED HUB TO YOUR LOCAL AUTHORITY

EXTRACTS FROM THE @DIGITAL DUN LAOGHAIRE PROPOSAL

PART 3 - SECTION 19

The rates that businesses pay in Dún Laoghaire are a significant contributor to the annual budget of DLR County Council. Commercial rates are a tax based on the rateable value of the property, which reflects its rental value. The lower the number of vacant properties in the town the higher the rental values are and the greater the rates income for DLR County Council.

There are a number of vacant buildings in the town that are suitable for repurposing where the owners, i.e. the County Council and state agencies, have a direct economic interest in the economic vibrancy of the town.

We have identified a number of buildings in the town which are strategically located and, if repurposed appropriately, have the potential to be an economic engine not only for the footprint of traditional businesses in that quarter but for the town as a whole by creating a critical mass which will 'raise all boats'.

If implemented, our proposals will deliver a major boost for the town and could likely lead to a transformation of the fortunes of many businesses in the town, while also increasing the likelihood of new investment.

THE BENEFITS TO THE COUNCIL OF THE PROPOSED STRATEGY ALSO INCLUDE:

Will contribute to the physical regeneration of Dún Laoghaire Town.

It is the best use of those buildings in the context of the need to justify the expenditure on the refurbishment.

Is the most appropriate approach to leverage the embedded carbon in the buildings identified in our submission.

Is in line with the EMRA RSES 2019-2031.

Is in line with the DLR strategy of applying the principles of the circular economy to land-use management through the proposed intensification and redevelopment of existing strategic employment areas.

Helps minimise the divergence between the places people live and work, increasing the efficiency of land-use, reducing sprawl and minimising carbon footprint.

6. ESTIMATE THE JOB CREATION POTENTIAL OF YOUR PROPOSED HUB

EXTRACTS FROM THE @DIGITAL DUN LAOGHAIRE PROPOSAL

PART 3 - SECTION 19

In terms of the concentration of investment by the state agencies in our town, the seafront has benefitted from significant investment in the public realm. The capital cost of works carried out by the Council on projects adjoining Dun Laoghaire town seafront over the past 10 years exceeds €55m.

An investment that is far less than that spend could be sufficient to sensitively repurpose the vacant buildings identified in this report thereby creating a large number of direct and indirect jobs in the town with the added benefit that the earn back for DLR County Council would be within a relatively short number of years.

If one looks at the impact of state supports as a proxy for repurposing costs the 'Evaluations of State Supports for Enterprise' DJEI report in 2015 notes that the success of State support is not only measured in terms of monetary benefit but also in wider economic impacts (e.g. multiplier effects such as indirect or induced employment or clustering impacts) and behavioural change (such as increasing firm capabilities).

PART 3 - SECTION 19

There are a number of types of job creation that are relevant to this proposal which includes direct and indirect job creation. Jim Power, economist and honorary patron to DigitalHQ, completed a detailed assessment entitled "Stimulating Regional Economic Growth through Smart Working" in July 2019 of the positive economic impact hubs that were part of the Gigabit Hubs initiative had on their local economy, the key information is summarised below.

The experience in the six hubs analysed for the Gigabit Hubs report demonstrates clearly the economic and financial impact that they have had in the towns where they are located. They have resulted in the creation of high-quality, high-paid and high-value added jobs and activities in rural towns. The benefits for those involved are very significant and very real and create a template for what is possible.

All of the Gigabit hubs are operating at or close to full capacity and all want to expand the physical space further to satisfy growing demand.

The report found that one Gigabit Hub in every county could support 1,040 businesses; support 8,840 direct and indirect jobs; and inject €312 million into the economy.

DIGITAL
@ Dún
Laoghaire

PART 3 - SECTION 19

Number of Businesses	1,040
Direct Staff Employed	5,200
Gross Wages Earned	€260 Million
Net Wages Earned	€208 Million
Employee Taxes Relating to Hub Staff	€52 Million
Income Multiplier Effect	€312 Million
Indirect Employment	3,640
Total Employment Supported	8,840
Commercial Rates	€1.56 Million

Note: These calculations are based on the assumption of one new hub in every county; 200 employees per hub; and average salary of €50,000 per worker.

Extracted from "Stimulating Regional Economic Growth through Smart Working" .

PART 3 - SECTION 19

Hubs create jobs in a range of ways. They facilitate direct employment by businesses that take office space in their hub. Predominantly these people are knowledge workers and their jobs are high in the value chain, are skilled and consequently are well-paid jobs.

Hubs facilitate the creation and support of indirect jobs. Knowledge workers with high disposable incomes eat and drink in the locality, buy gifts, get their dry cleaning done and engage local accountants and solicitors. Moretti's research, based on analysis of 11 million US workers in 320 metropolitan areas, showed that for each knowledge-intensive job created in a metropolitan area, 5 additional local jobs created outside the knowledge-intensive activities in the long run.

These five jobs benefit a diverse set of workers. Two of the jobs created by multipler effect are professional jobs, such as those of doctors or lawyers, while the other three benefit workers in nonprofessional occupations such as waiters or stop assistants.

PART 3 - SECTION 19

In Ireland research by Brennan (entitled Local Multipliers: IDA Supported Companies in the Irish Regions) established that in line with similar studies elsewhere their research found that the jobs multiplier is significant. Their results suggest that there are around three additional jobs created in a county for each job created in an IDA supported business in the same county.

As Jim's report outlines the benefits of hubs include:

They foster business creation, and many of those businesses grow and move on to larger office locations	They provide public and private support for entrepreneurs	They reduce office costs for businesses	They boost economic activity and employment in rural towns, which in turn reduces congestion and housing issues

DIGITAL
@ Dún
Laoghaire

JOB CREATION POTENTIAL OF THIS PROPOSAL

In Quarterdeck's presentation to County Councillors in DLR Council in March 2022 they estimated that when complete their Ferry Terminal facility will create 750 direct jobs and 750 indirect jobs.

Based on DigitalHQ's Enterprise Ireland supported feasibility study of the two other locations covered in this report, we estimate that there is a desk capacity of 184 desks in the proposed Dun Laoghaire Enterprise Campus thereby creating 184 direct jobs and 80 indirect jobs.

Our research suggests that there is a desk capacity of 66 desks in the proposed Dun Laoghaire Social Innovation Hub in Carnegie Library thereby creating 66 direct jobs and 40 indirect jobs.

PART 3 - SECTION 19

Building	Direct Jobs	Indirect Jobs
Quarterdeck Ferry Terminal	750	750
DigitalHQ's Dun Laoghaire Enterprise Campus in Kelly's Hotel & DL Baths	184	80
Dun Laoghaire Social Innovation Hub in Carnegie Library	66	40
Totals	1,000	870

PART 3 - SECTION 20

MOVING YOUR HUB FROM A PROPOSAL TO A REALITY

WHEN DIGITAL DUN LAOGHAIRE WAS ESTABLISHED IN 2016 THE TOWN HAD

- Considerable numbers of empty units, in the region of 25% of shop fronts/above the shop units unoccupied.
- Generic, undifferentiated retail offering with a concentration of charity shops, coffee, fast food and convenience outlets.
- Lack of a tangible coordinated strategy to unite the business community in marketing their businesses and their area through digital channels.
- Lack of a focal point for coordinated action on the digital agenda for the locality.
- An appetite for positive change, some evidence of momentum towards re-invigoration of the locality (examples include Dun Laoghaire's ferry terminal project or in Smithfields the Dublin City Council's plans to redevelop the market),
- A sponsor prepared to donate office space in a visible, central point in the target locality for coworking.
- Good public transport links within the area.
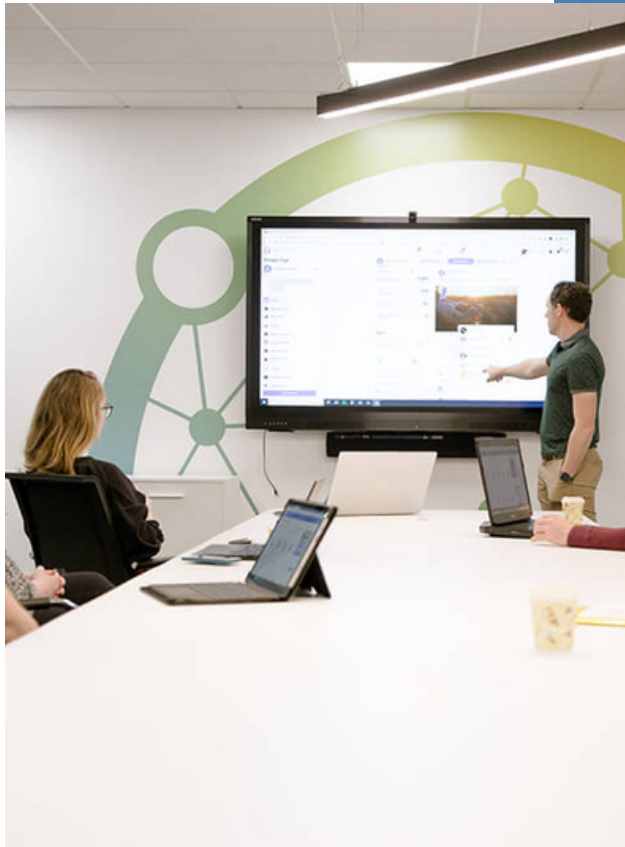
ASSEMBLING YOUR TEAM TO PROGRESS YOUR PROJECT

Cavan Digital Hub

ORGANISATIONAL STRUCTURE OF DIGITALHQ CLG

The Board of directors are drawn from a range of backgrounds including coworking office space owners, legal, software, finance and consultancy. They oversee the governance of DigitalHQclg, monitor the strategic direction, and facilitate the progress of our social enterprise through regular meetings.

Our Advisory Panel are an informal group of professionals that are aligned with the mission of DigitalHQ, who meet on an as needed basis and 'lean in' on relevant projects/initiatives.

Our Honorary Patrons are people that support the goal of regenerating Ireland's towns nationally, and the small businesses that are at the heart of these communities.

PART 3 - SECTION 20

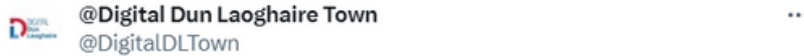|	Purpose	Action to build momentum	Frequency of meeting
Board & Chairperson - small and tight	**Grassroots representatives from Dun Laoghaire Town with a strategic focus**	**Ask your Board members to add the role to their Linkedin profile and tag your Business Page**	**Quarterly meeting**
Honorary Patrons	**Access and visibility to CEOs - Directors of local authorities - Ministers**	**Identify and reach out to such people in your locality**	**As the need arises**
Advisory Panel - broad and wide	**Access and connections with middle management at companies and organisations you need**	**Organise them into steering groups based on your key long term goals.**	**Ad hoc basis depending on projects - @DigitalDunLaoghaire steering group meets quarterly.**
Project director and team - small with a tight focus	**Delivery**	**Identifying a small budget to engage a professional project manager will accelerate & sustain the momentum of your project.**	**Monthly impact reports**

DIGITAL
@ Dún
Laoghaire

CREATING YOUR ADVISORY PANEL @DIGITAL<LOCATION> STEERING GROUP

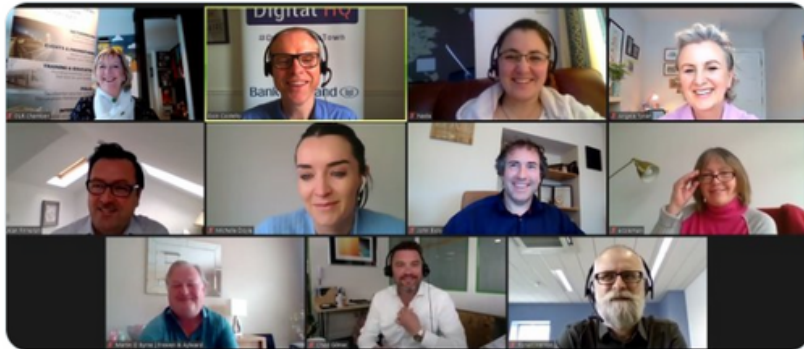|			
Convenor	Finance/Bank	State Agencies	Business Networks
Innovation Providers	Remote Working Hubs	Local Traditional Business Owner	Local Digital Business Owner

The **mission informs the selection of stakeholders** on your steering group

# REMEMBER - IF IT'S NOT SHARED ONLINE IT DIDN'T HAPPEN!

HOW PLAN OF ACTION FOR @DIGITAL DUN LAOGHAIRE EVOLVED

- Highlighting the town by entering awards such as .IE Digital Town Awards and the Bank of Ireland BEGIN awards.
- Providing input into the creation of the @Digital Dun Laoghaire programme of events including topics and nominating speakers.
- Setting the editorial policy and the strategic development of the services of the DúnLaoghaireTown.ie website.
- Support the goal of bringing more footfall to the town through activating coworking and shared office spaces in the town.
- Identifying digital related projects that can increase footfall and capture rate for local businesses and submitting grant applications to support implementing these projects (Love Dun Laoghaire, Experience Dun Laoghaire and Why Dun Laoghaire).

PART 3 - SECTION 21

FILLING YOUR HUB AND KEEPING IT FULL

SKILLS OF A HUB MANAGER

Networking
20%

Passion
25%

Digital Marketing
20%

Form Filling
15%

Project Management
20%
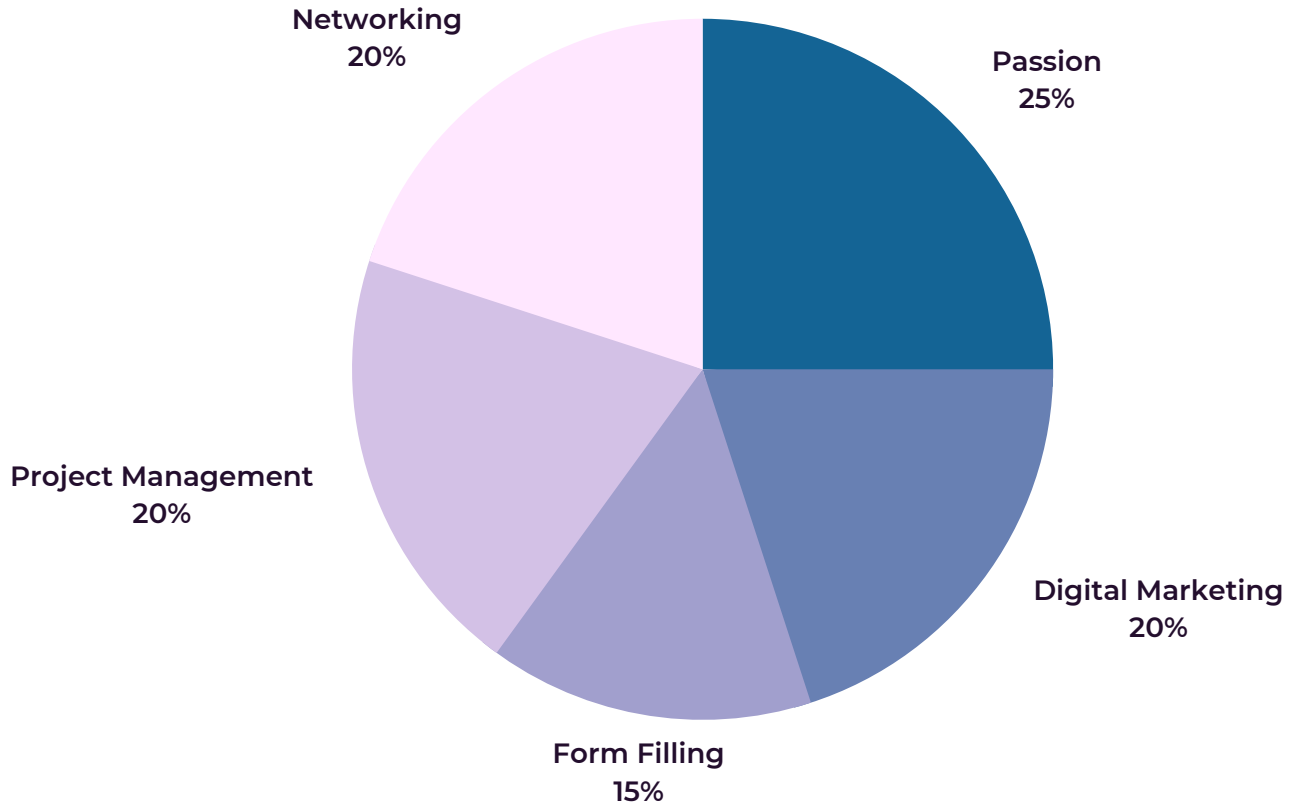
YOUR ROLE

- Attracting remote workers
- Attracting and retaining innovation driven enterprises
- Promoting and upskilling traditional businesses

At the micro level of 1 remote worker at a time you are performing many roles for your locality!

THINK OF YOUR HUB LIKE A GAA CLUB

Think of your hub like a GAA club, your hub is the pitch and you are the manager building the team, fans and supporters of your locality to do the best for their club and area!

ARE YOU GRAPPLING WITH THE FOLLOWING QUESTIONS?

- How can I keep my hub at maximum occupancy?
- Are we targeting the most suitable members?
- Am our hub visible enough online and offline?
- Is my hub embedded in an ecosystem (aka community) that delivers?

THE THREE LEGGED STOOL OF SUSTAINABLE HUBS

"
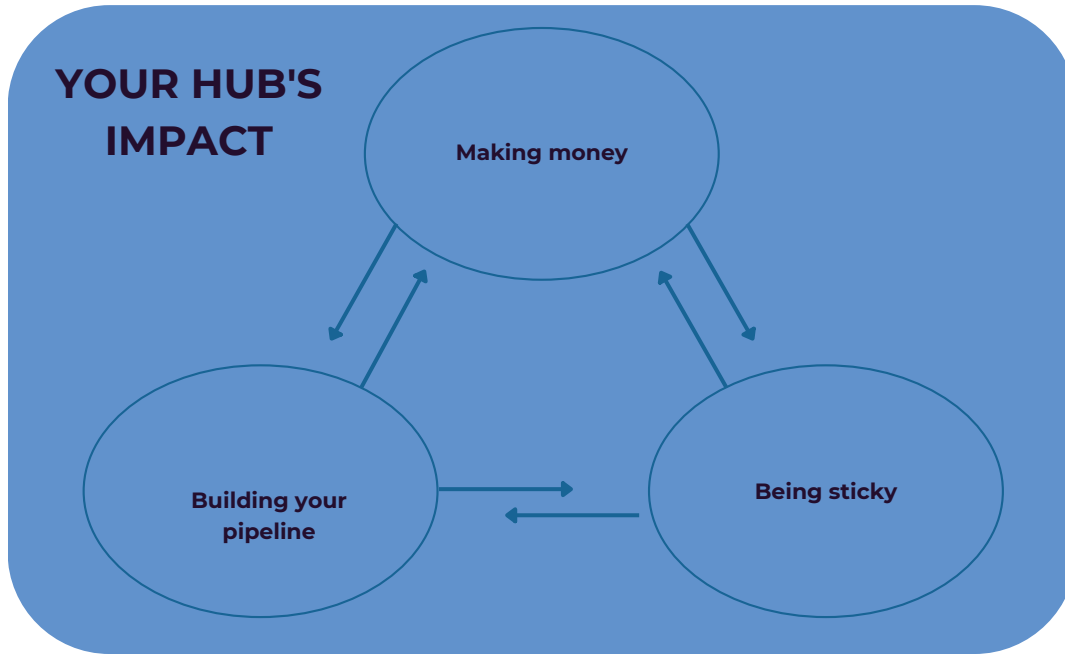
What is clearly absent in many of the working hubs responses to the WDC Audit is the need for Community Enterprise Hubs to seek to create a specific USP to differentiate its offering from those in the general area.

WESTERN DEVELOPMENT COMMISSION

JHPA
JH PUBLIC AFFAIRS
WWW.JHPUBLICAFFAIRS.IE

REWORKING REMOTE
MANAGING THE TRANSITION

A Review Of Working Hubs In The AEC Region
July **2021**

HUB

ATLANTIC ECONOMIC CORRIDOR

DIGITAL
@ Dún
Laoghaire

MAXIMISING REVENUE OPPORTUNITIES FOR YOUR HUB

Maximising a hub's revenue is a function of

1. Increasing your hub's diversity of income streams
2. What you can make the most money from consistently - Maximising conversions and minimising voids
3. Getting the most conversions from online - Digital Visibility Index of your hub on the web (Marketing) and your presence on ConnectedHubs.ie
4. Building your hub's brand/personality (Community) - People pay more for an experience vs getting a price for a desk

WHAT ARE THE MARKETING IMPLICATIONS OF GOING AFTER B2B OR B2C MEMBERS

B2C	B2B
More diffuse customers	More targeted customers
More accessible in terms of routes to market but harder to cut through the noise	Narrower, potentially more expensive routes to market
More 'use cases'	Higher expectations of your offering
Short decision cycles	Longer decision cycles
Shorter term contracts	Longer term contracts

DECISIONS TO BE MADE

- Maximise occupancy - balance between private offices (from the pov of the hub a B2B customer) and hot desks (B2C)
- Minimise distractions/overheads on your time as the hub manager
- Target longer term, lower churn members or short term members
- Getting the balance within your hub right - Too many coworking members can lead to over demand for your meeting rooms and other facilities

DEALS TO HELP MAXIMISE CONVERSIONS

Source: https://baseenterprisecentre.ie/

DEALS

Quid pro quos
One hub gave a video production company a discounted rate in exchange for creating promo videos for the hub

Tie ins
One hub collaborated with literary festivals taking place during the hub's off season providing them with meeting rooms that were not otherwise in use.

Pro Bono
One hub targeted the younger generation by offering free use of their meeting room to students and startups which created lots of positive social media posts and recommendations.

CLOSING THE DEAL

- Closing deals for the office space
  - Physical presence - sit them down in the office and let them soak it in
  - Offer the first month free if necessary
- Referral commission to existing members
- Ask all enquiries if they would like to be added to a waiting list newsletter

DIVERSIFIED INCOME STREAMS

Source: Ballinasloe Enterprise Centre

DIVERSIFIED INCOME STREAMS
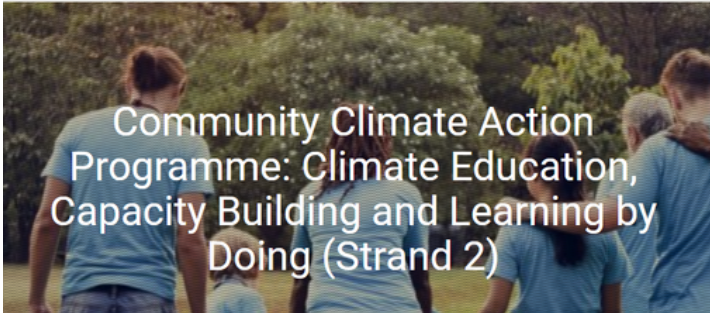
Grants

GETTING THE MOST FROM CONNECTEDHUBS.IE

1. Set up the booking and payments modules on Connected Hubs
2. Improve your hub's listing
3. Put a link to your Connected Hubs listing on your home page

OTHER TIPS FOR KEEPING YOUR HUB AT FULL OCCUPANCY

- **Deals for the office space - offer the first month free**
- **Referral commission to existing members**

MARKETING STRATEGIES FOR YOUR HUB - BUILDING YOUR HUB'S PERSONALITY

FACTS LEAD TO CONCLUSIONS

EMOTIONS LEAD TO ACTION

Photo credit: Canva License

If something engages emotion, we spend more time on it. It's a part of our human psyche and the social media algorithms are built to exploit it

Photo credit: Canva License

HOW BRAIN RESPONDS TO STORIES - AND WHY THEY'RE CRUCIAL FOR LEADERS

"The very act of telling a story makes people to trust you more."

YouTube Video: How brain responds to stories - and why they're crucial for leaders
Channel: TEDx
Speaker: Karen Eber, Leadership Consultant

Faces Engage Us: Research has established that Photos with Faces Attract More Likes and Comments on Instagram

The Showcase Day 2023 - Jacksmill - Hub 13

Photo credit: Canva License

BUILDING YOUR HUB'S PIPELINE

Who am I targeting - clear sweet spot customer

What do I need them to do?

What is important to them in making that choice? - INSIGHTS

DIGITAL
@ Dún
Laoghaire

WHAT'S EASIER TO GO AFTER, AN INDIVIDUAL RABBIT OR A COLONY OF RABBITS?

WHAT IS A SWEET SPOT CUSTOMER?

A sweet spot customer is a semi-fictional representation of your hub's ideal member.

It is based on research and data about existing and potential members and paints a vivid picture of:
- who the members is
- what they do
- what their motivations are
- what their goals are

Photo credit: Canva License

SWEETSPOT CUSTOMER EXERCISE - CUSTOMER TYPES FOR AN ENTERPRISE CENTRE

From the point of view of your hub		Decision making	Burning Platform?
B2B	Private office businesses	Cost - features - local competition - number of desks	Is mission critical
B2C	Freelancers - single person bookings	You're being compared to the home office or the local library.	Is 'nice to have'

Aim for a mix of the above with your baseline costs covered by B2B members

DIGITAL @ Dún Laoghaire

EXAMPLE - DINGLE HUB'S TARGET CUSTOMER GROUPS

- Small businesses of 3 to 4 people - common factor is that they are lead by a local person that is invested in the locality
- Staycationers - One week to a couple of months
- Younger age group
- Visitors - once offs

TO MARKET YOUR HUB EFFECTIVELY YOU NEED TO ESTABLISH WHAT MATTERS MOST TO YOUR SWEET SPOT CUSTOMER?

No accidents last year!

Cheapest prices

Hand made in far east

Checked in our factory

Photo credit: Canva License

Identifying what represents value to your sweetspot customers

CLINCHERS, THRESHOLDS AND 'NICE TO HAVES'

Exercise for Digital Dun Laoghaire HUB incubation space

What I thought was important

- Not for profit
- No commute
- Low cost
- Convenient - Location in the centre of the town
- Better than working from home, more productive
- Events for members
- Flexibility of contract term
- Free printing

What the member survey highlighted as important

- Bright, warm offices - good space to work in
- Clean toilets and kitchen facilities
- Quiet, secure location (B2B)
- Convivial community, working with others with similar interests (B2C - shared coworking)
- Good broadband
- Facilities - meeting rooms

DIGITAL
@ Dún
Laoghaire

THE RESULTS - THE CUSTOMER VALUE HIERARCHY FOR OUR HUB

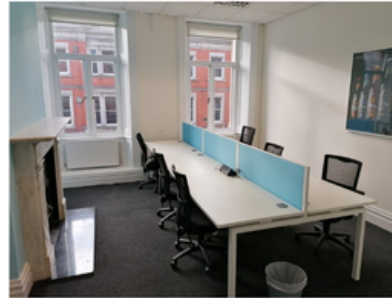|	
Clinchers	- Convenient - Location in the centre of the town - Low cost - Flexibility of contract term - Immediate availability - Mission of the hub
Threshold	- Good broadband - Facilities - meeting rooms - Clean toilets and kitchen facilities - Bright, warm offices - good space to work in
Nice To Haves	- Not for profit - Events for members - Free printing

VALUE ADDING

BUSINESS NON VALUE ADDING

NON VALUE ADDING

WE THEN CARRIED THE CLINCHERS OVER INTO THE DESIGN OF OUR HUB'S HOME PAGE

EXERCISE - GETTING THE VOICE OF YOUR CUSTOMER

Write down a full list of the features/attributes of your offering.

Digital HQ™

CREATE A GOOGLE FORM

Google Forms

1. Open Google Drive
2. Select Create New – Google Form
3. Name it with the title of your business.

Digital HQ™

TIPS ON CREATING YOUR FEEDBACK FORM - HEADING

- The description at the top needs to explain why someone in your target market would feel motivated to completing your feedback form (i.e. "As a person that is likely to value hand -made crafts I felt you might be the ideal person to complete our survey.")

- Understand the Win/Win - To maximise the likelihood they will continue to complete the form the Description should mention how the research will be used and What's In It for Them (and this could just be outlining a feel good factor).

- Tell them how long it will take - ideally 5 minutes

Digital HQ™

CREATING THE QUESTIONS FOR YOUR FORM

- Take the list of the features of your offering that you think are the most important to customers.
- For each feature on your list create a LINEAR SCALE option in your Google form (see how **here**) where the respondent can grade how important the feature is to them from 1 Not important to 5 Very important.
- Also offer them the opportunity to add features that are not in your list (add a open question in your form where they can add this).
- Include at least one Business V Hobby question - will you pay for it?

CREATING THE QUESTIONS

NO QUESTION SHOULD TAKE MORE THAN 30 SECONDS TO READ, CONSIDER & REPLY

START

For early questions provide 'select from drop down list' options only to save people having to think (this reduces the dropout rate)
Channel different segments at the earliest point in your survey so that they feel it is relevant to them and that you get useful information that is more calibrated EG - "Please select - Are You A - Owner - Renter - Living with Parents." A different set of questions appears depending on the option selected.

MIDDLE

To get more granular information for each key question create a LINEAR SCALE option in your form (see how here) where the respondent can grade how important the feature is to them from 1 Not important to 5 Very important.

At this point you can add open questions in your form as they are likely to feel motivated to complete them.

Digital HQ™

HOW TO PREPARE YOUR FORM FOR POSTING

- **Next click on the eye icon on the Edit view of your form.**

- **Copy and paste the resulting web address in to your email, social media post etc.**

Digital HQ™

ACTING ON THE RESULTS OF YOUR RESEARCH

Once you have got form completions from a sufficient number of potential sweet spot customers review the findings.

Do they confirm your assumptions about the primary value of your offerings in the eyes of your potential customers or do you need to tweak things?

Digital HQ™

WHERE'S THE BEST RETURN ON YOUR MARKETING TIME?

- Online marketing
- Networking
- Outreach - Local media
- Word of mouth/referrals - local groups/stakeholders/gym

PART 3 - SECTION 22

THE DIGITAL VISIBILITY INDEX OF YOUR HUB

Photo credit: Canva License

GETTING THE MOST CONVERSIONS FROM ONLINE MARKETING

DIGITAL VISIBILITY INDEX OF YOUR HUB ON THE WEB

WHAT IS THE DIGITAL VISIBILITY INDEX?

"If it's not shared online it never happened"

WHAT CREATES YOUR DIGITAL VISIBILITY?

Website - your presence	Social Media - your voice
Out of sight, out of mind except if need state driven	The heart beat of your business reminding people and stakeholders of your existence

AND OUR MENTAL ATTITUDE TO TIME SEARCHING ON DEVICES CREATES THE 60 SECONDS 'FECK IT' FACTOR

OVERCOME YOUR TARGET CUSTOMER'S 4 OBSTACLES USING THE CUSTOMER VALUE HIERARCHY

Photo credit: Canva License

WHAT ARE THE 4 HURDLES WHICH A POTENTIAL CUSTOMER CLICKS THROUGH TO YOUR WEBSITE FROM GOOGLE SEARCH?

Hurdle 1 - Am I in the right place, does it match my need state? - 3 SECONDS

Hurdle 2 - Is it being offered to me in a way that motivates me from passing to direct interest? - 15 SECONDS

Hurdle 3 - Is it for me, my needs? Is there a photo? - 60 SECONDS

Hurdle 4 - Does everything give me a good gut feeling, do I trust this provider to deliver to my needs?

DECISION MADE

Imagine you are mid career professional considering a career change or looking for a pay rise.

"Digital marketing programme"

Photo credit: Canva License

PART 3 - SECTION 22

Screenshot of the home page of the Digital Marketing Institute from 2018

PART 3 - SECTION 22

Checklist for words to include on your hub's website - Imagine a search for 'remote working hubs <your locality>', what will they want to see:

HOME PAGE Words	HOME PAGE Images & Words	STEP 3 Closing the deal
Location = town	Office space - what does the room look like	Book now
High speed broadband	Canteen	Special deal
Activities outside work	Outside - location	Payment options
Availability	Busy happy people	Testimonials
Price for 5 days	Opening hours	No complicated booking procedures
Testimonials	Public transport	
Shared space v private office	Privacy booth	

GETTING BUSINESS THROUGH

For the online presence of your hub

FOR THE STEPS INVOLVED IN GETTING BUSINESS FROM GOOGLE PLEASE SEE PART 4 - DIGITAL MARKETING AND SOCIAL MEDIA FOR SMALL BUSINESSES

PART 3 - SECTION 22

GETTING MORE VISITORS TO YOUR HUB'S ONLINE PRESENCE THROUGH YOUR HUB'S VOICE

Digital First Day Event in Coworx
Edgeworthstown, Co. Longford

FOR THE STEPS INVOLVED IN GETTING CLICKS FROM TWITTER AND LINKEDIN PLEASE SEE PART 4 - DIGITAL MARKETING AND SOCIAL MEDIA FOR SMALL BUSINESSES

POST IDEAS FOR A HUB ON TWITTER

- Current availability
- Recommendations
- Highlight current members
- Member news
- 5 reasons why
- Awards (entering) - announcements - news - personal stories - appointments to your advisory panel

PART 3 - SECTION 23

COMMUNITY BUILDING FOR YOUR HUB

STRONG HUB

VIBRANT LOCALITY

ENGAGED STAKEHOLDERS

The three pillars needed to deliver on the rural repopulation through remote work goals of the Department of Rural & Community Development's 'Our Rural Future'

Community Building

DIGITAL Dún Laoghaire

Internal Community - stickyness
External Community - ecosystem

Community - the glue that holds it all together

"

Network Connectivity is the most important component driving ecosystem growth.

Research by US Chamber of Commerce and the 1776 International Startup Competition

DIGITAL
Dún
Laoghaire

BENEFITS OF INVESTING TIME IN BUILDING COMMUNITY

- Increases the stickiness of your hub leading to lower voids
- Is a great way to constantly put your hub's name out there in your locality
- More aligned with stakeholder mission thereby increasing sustainability
- Increased positive word of mouth

COMMUNITY BUILDING WITHIN YOUR HUB - OUR WHATSAPP GROUP
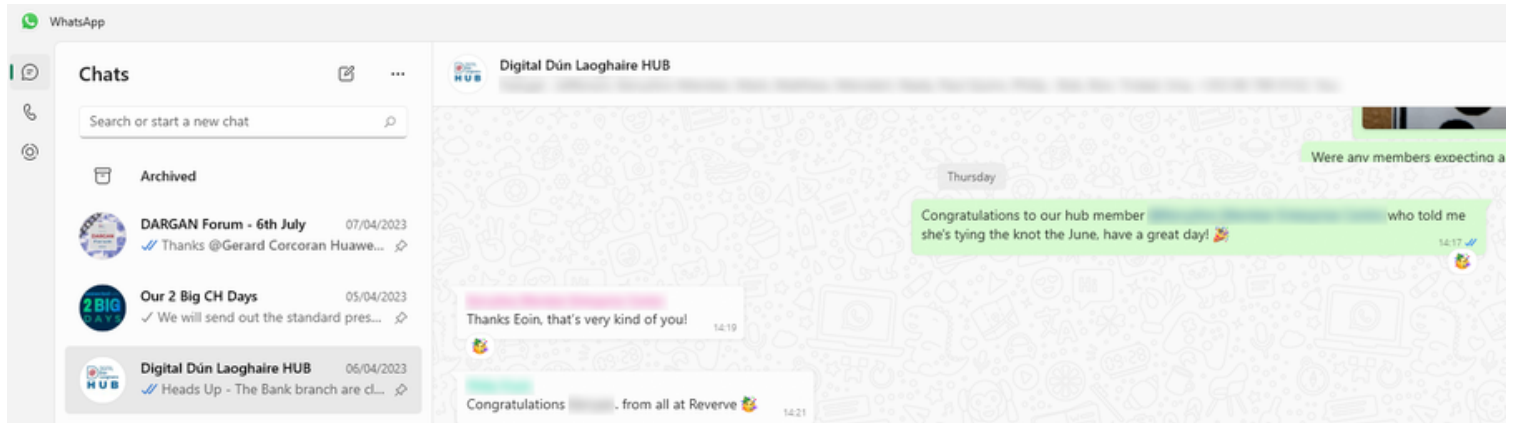
MENTORING AT DIGITAL DUN LAOGHAIRE HUB

As part of our role as a not-for-profit digital growth hub all DigitalH members contribute 1 hour a month of their time to mentor other members in their growth plans

This mentoring time with top experts is available to DigitalHQ members by appointment. Our current DigitalHQ Mentors include:

	Julie Collison Member Firm - Site Passport Areas of Expertise • Information and Data Strategy/Data Governance • Business Intelligence & Analytics • Project Management
Philip Doyle Member Firm - Reverve Energy Areas of Expertise • Business Growth • Digital Strategy/Transformation • Product Development	
	Alex Cooney Member Firm - Cyber Safe Ireland Areas of Expertise • Startups • Starting a not-for-profit • Project Management
Rob Fox Member Firm - Site Passport Areas of Expertise • Blockchain • Startups • Business Development www.digitalhq.ie/mentors	

OTHER FACTORS INCREASING STICKINESS

- **Customer service**
- **Noise level**
- **Atmosphere**
- **Personal touch from the hub manager**

THE LITTLE THINGS THAT MAKE THE DIFFERENCE

Two Turtle Doves Coffee is in Dingle.
15 December 2022 · Instagram · 🌐

Have you ordered your Christmas coffee?

Order online before Dec 19th to ensure delivery in time for Christmas.

#specialitycoffee #christmascoffee #christmasgift #christmasgifts
#lastminutegifts #dingle #dinglepeninsula

GETTING YOUR HUB'S NAME OUT - MAKE IT PART OF YOUR DAILY ACTIVITIES NOT AN EXTRA CHORE!

Eoin K. Costello
@EoinKCostello

Get that #FridayFeeling - lunch in our hub today. This is what the community spirit that @connectedhubs provide that you can't get at the kitchen table or a big office block!

@DigitalDunLaoghaire
@DigitalDLT

Do mugs in hubs have babies? About 6 months ago I did a clean out of all the mugs from members that had accumulated and it look like this when I finished BEFORE - Today the same cupboard looks like this AFTER!

Tweet

We're excited about our new pod going in today thanks to support from the @DeptRCD @connectedhubs Fund. #OurRuralFuture
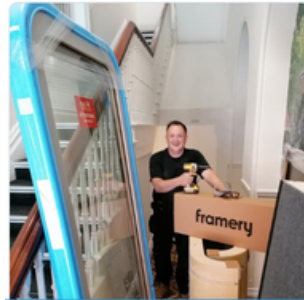
DigitalHQ-National centre for rural digitalisation
@DigitalHQcig

It was a pleasure to welcome Orla from @RISE_Global_Fdn to our facility in @DLEntCentre today and share our enthusiasm for 'Digital First Communities' as a way of #ReimaginingRuralIreland @NatBroadbandIrl @connectedhubs @DeptRCD #OurRuralFuture

Dún Laoghaire Enterprise Centre

Dún Laoghaire Enterprise Centre Retweeted

Eoin K. Costello @EoinKCostello · Dec 21, 2022

Makes it all worth while when you get a really nice card from members at our hub @DLEntCentre thanks Reverve!

MERRY CHRISTMAS

Eoin Dun Laoghaire Enterprise Centre

1   1   8   493

OTHER IDEAS FOR COMMUNITY BUILDING

- Highlight current members
- Member news
- 5 Reasons Why Choose <your locality>
- Awards (entering)
- Appointments to your advisory panel
- Coffee mornings
- Use the model gyms use to create community - champions/buddies
- Charity of the Year like at a Donegal hub

COMMUNITY BUILDING CHECK LIST

Internal Community - stickyness

	Cost
Whatsapp group	Time
Social Time on Fridays	Catering
Members Mixers	Catering
Events	Time and catering
Peer mentoring	Time in organising
Quality coffee	Catering
Comfortable seating area	Furniture
Sharing news/updates on social media	Your time
Connect new members with Champions/Buddies	Time

External Community - ecosystem

	Cost
Events like Showcase Day and Digital First Day	Time and catering
Coordinating your locality's entry for national awards	Time and catering

DIGITAL @ Dún Laoghaire

The Showcase Day 2023 - Ballinasloe Enterprise Centre

VISIBILITY FOR YOUR HUB IN YOUR ECOSYSTEM - THE OXYGEN OF MOMENTUM

'OUT OF SIGHT, OUT OF MIND'

If you don't remind your stakeholders of your existence regularly in their minds you 'cease to exist'.

CONSISTENT VISIBILITY - THE VOICE OF YOUR HUB HAS A HEARTBEAT

DAILY

MONTHLY

QUARTERLY/
ANNUALLY
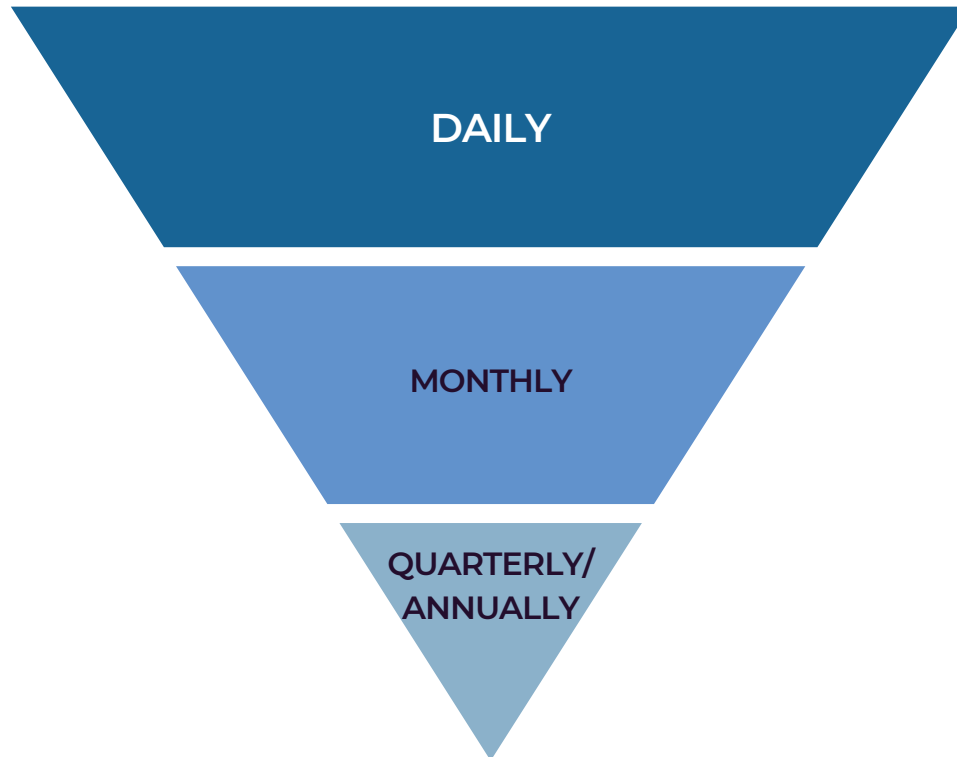
RULES OF THUMB FOR HUB MANAGERS

- Stay focussed on your WHY, it's the source of your passion for what you do
- Those companies that spend 90% on the product and 10% on marketing were substantially less successful than those that spent 60% on the product and 40% on the marketing.
- Sidestep controversy and vested interests - they drain momentum.
- Success follows a formula - learn from our toolkit, remember uniqueness needs to come from your locality not the structure of the campaign.
- Out of sight, out of mind - If it's not shared online it never happened!
- Successful strategies require tradeoffs - You are not going to be able to do everything!
- Start with the end in mind - evaluate opportunities and options accordingly to stay focussed on what's on your critical path.
- The key to staying sustainable - Make sure you are solving a burning platform issue for your stakeholders
- Focus on projects that are: Discrete - Tangible - Time delimited - Highly visible
- Leverage the functionality of the ConnectedHubs.ie platform - it can do a lot of the time consuming jobs for you!
- Look for every opportunity to get 2 birds with 1 stone -
- When you get calls like - "I've arrived in the area and wanted a catchup - I'm thinking of moving to the area - We are a new business with an offering that is looking for pilots - Looking at coworking options"
- Rather than spend time in time consuming one to one engagements get them along to your next Meetup -> Guided tour -> Steering Group meeting

PART 3 - SECTION 24

MAKING YOUR HUB A SHOWCASE FOR YOUR LOCALITY

PART 3 - SECTION 24

In the 21st century the brand of a locality will be used as the differentiator to attract investment, remote workers, home buyers, shoppers & visitors!

Clonmel

Dungarvan

Dunmore East

Tramore

Photo credit: Canva License

IN OUR DIGITAL DUN LAOGHAIRE HUB WE

1. Named each room after people that had made a significant contribution to the development of our town
2. Feature large images of key town landmarks

PART 3 - SECTION 24

Digital Dun Laoghaire HUB mobilsed our town around our entry in the National Enterprise Town Awards

Dun Laoghaire Town Team

HOW @DIGITAL DUN LAOGHAIRE MOBILSED OUR TOWN AROUND THE ENTRY

1. @Digital Dun Laoghaire drafted and submitted the entry.
2. @Digital Dun Laoghaire organised a steering committee chaired by a local County Councillor and comprising the key stakeholders in the town (composition of the steering group is here). It met 3 times.
3. Once notified that had got into the second round @Digital Dun Laoghaire organised the preparations for the judges visit. An itinerary (itinerary is here) that visited as many of the stakeholders as possible was created with the starting point at Glasshouses and the end point at the @Digital Dun Laoghaire enterprise centre.
4. A Whatsapp group was created to coordinate all aspects of the entry and the judges visit.

HOW WE MAXIMISED THE IMPACT ON THE DAY OF THE JUDGES VISIT

1. A group of Town Ambassadors were nominated by the steering group to accompany the judges from the minute they arrived in Dun Laoghaire to their departure.
2. A briefing note covering the background of the judges and possible questions was circulated.
3. A photographer was engaged from the local paper to cover the visit.
4. A social media trending plan was circulated to all stakeholders and shared on the Whatsapp group.
5. A welcome event with councillors etc was staged for the judges including a presentation.
6. After the judges visit a detailed post was created on the Town's website and promoted on the town's social media accounts highlighting the judges visit.
7. The feedback of the judges and subsequent winning of runners up prize created the momentum for the establishment of the Dun Laoghaire town team, a legacy arising from the effort put into the entry.

JUDGES TOUR ENDED AT OUR ENTERPRISE CENTRE AND WE SENT IT AS A FEATURE TO THINK BUSINESS

Dún Laoghaire Town
@DunLaoghaireTn

#DunLaoghaireTown just won Regional Runner Up at the @bankofireland #NationalEnterpriseTownAwards #NETA

PART 3 - SECTION 25

GUIDE TO RUNNING EVENTS IN YOUR HUB

PART 3 - SECTION 25

@DigitalDunLaoghaire
@DigitalDLT

We booked a record number of tickets for this months meet up! Our panel are delighted!

THE BENEFIT OF RUNNING EVENTS IN YOUR HUB

- Informal opportunities for collaboration and networking, brings external expertise in to the town.
- Great platform for business attraction visits - 'Why not visit when our next meetup is on'
- Information sharing as 3 to 4 experts discuss key topics in a guided conversation with questions from attendees.
- Provides opportunities for developing the presentation/leadership skills of management of businesses in your locality as guest speakers.
- Helps to drive information sharing by connecting small and micro businesses in the town with each other on the digital agenda and with the expertise they need to help make their businesses sustainable.
- Provides a rapid entry mechanism for incoming talent and businesses to network with key players in to the town.
- Can create a useful repository of resources and materials from the panel experts and the workshop presentations available on the website, here's an example from @Digital Dun Laoghaire

STEP BY STEP GUIDE TO RUNNING EVENTS IN YOUR HUB

Step 1

Setting yourself up for success - Decisions you need to make at the beginning

Step 2

Fail to plan and you plan to fail - Planning your event

Step 3

Building momentum - Promoting your event

Step 4

The big day - Running the event itself

Step 5

Reaping the digital impact - Continuing the gain after your event

STEP 1 SETTING YOURSELF UP FOR SUCCESS

To help explain the process we will use an event we ran to as our sample to illustrate our process, the event was

Decisions you need to make here include:

PART 3 - SECTION 25

TITLE

It needs to be catchy and lend itself to easy promotion on social media, for our sample event we chose a title that would capture the interest of a wide audience 'Tech Trends for 2020, What Lies Ahead for Next Year'.

TOPIC

The topic of your event needs to fit the overall aims of Digital First Day, highlighting the benefits of digital growth for localities, small businesses and social enterprises. Within this broad area your event can focus on a niche topic (such as cybersecurity for micro businesses) or be to a wide audience such as an open day for your hub.

Sample Event Formats include:

- How to set up a 'Digital First' Community in your locality
- How to implement the Digital Growth Mindset for your small business
- How to create a digital enabled social enterprise to address a need in your locality
- Holding an open day for your hub

As the date approaches we will provide a full toolkit for the above events including topics, slides etc.

TARGET AUDIENCE

Deciding if it is to be an early morning, mid morning, afternoon or evening event, your target audience will influence this decision. Here is our experience of 7.30am Meetup and 1pm Lunchtime Briefing.

MEETUPS

Each month @Digital Dun Laoghaire bring together the local community of digital/tech entrepreneurs and traditional business owners through @Digital Dun Laoghaire morning Meetups. At these interactive sessions we discuss various topics that are key to scalable business growth in an informal 'fireside chat' format with three to four guest speakers.

During the discussion questions and inputs are taken from the floor from attendees.

These meetups take place in the Bank of Ireland, Dun Laoghaire starting at 7.30am and finishing up at 8.45am on the dot so that the attendees can get to their work places on time.

Profile of Attendees - 40 to 50 local digital/tech and traditional business owners, consultants and free lancers.

LUNCHTIME BRIEFINGS

Our Lunchtime briefings take place from 1pm to 2pm. The goal of our briefings is to provide practical actionable advice from expert speakers that can be easily implemented to help increase revenue or reduce costs for small businesses.

Profile of Attendees - It is generally a very broad group of 20 to 25 attendees from shops owners to estate agents, from software companies' staff to business advisors. All are there to learn so in general they are at a beginners level in terms of each topic.

What's the format? The format is that we have three experts for each Briefing speaking to a set of their slides on different aspects of the topic of the Briefing.

How long is the speaking slot? Approximately 10/15 minutes and then 5 minute Q&A.

We aim to finish at 2pm on the dot so that the attendees can get back to their businesses.

WHAT DATE TO HOLD IT ON

Here is an indicative overview of the initiative over the three days. We ask you not to schedule an event for 9am to 11am on the 16th itself to avoid clashing with the official launch of Digital Ireland Network which you are all invited to.

Morning	Afternoon	Evening
8am events work for commuters	1pm or mid afternoon events work for local businesses	7pm events work for local businesses, volunteers and commuter

DIGITAL @ Dún Laoghaire

MAKE UP OF THE SPEAKERS FOR YOUR EVENT

Make your event work for you, it is an opportunity if you have clients in your hub, Board members or colleagues that you feel would benefit from the exposure your events offers to put them forward.

DECIDING ON THE SCALE OF YOUR EVENT

The decision on the size of your event will be driven by many factors.

FLAGSHIP EVENTS WILL:

- Flagship event targeting 50+ participants
- Topic of regional or national relevance
- See a collaboration of local or regional organisations in its delivery
- Highlight role of social enterprise, indirectly and where appropriate directly, in event

Events for your hub's catchment area can be intended for audiences from 10 people up to 50.

DIGITAL
@ Dún
Laoghaire

STEP 2 FAIL TO PLAN AND YOU PLAN TO FAIL - PLANNING YOUR EVENT

Moving from ideation to execution is the next phase in delivering a successful event. Here are our individual actions here:

USE YOUR HUB'S NETWORK

Use your event as an opportunity to activate your stakeholders by reaching out to them for nominated speakers.

CONFIRM YOUR SPEAKERS

To help save you time we provide a sample email template in our resources folder that you can use to send potential guest speakers.

THE DIGITAL REACH OF YOUR EVENT

When you are planning your event keep in mind how you are going to maximise the digital impact of your event. As we emphasise at Digital Dun Laoghaire in the 21st century the audience in the room at your event are only part of the potential reach of your event.
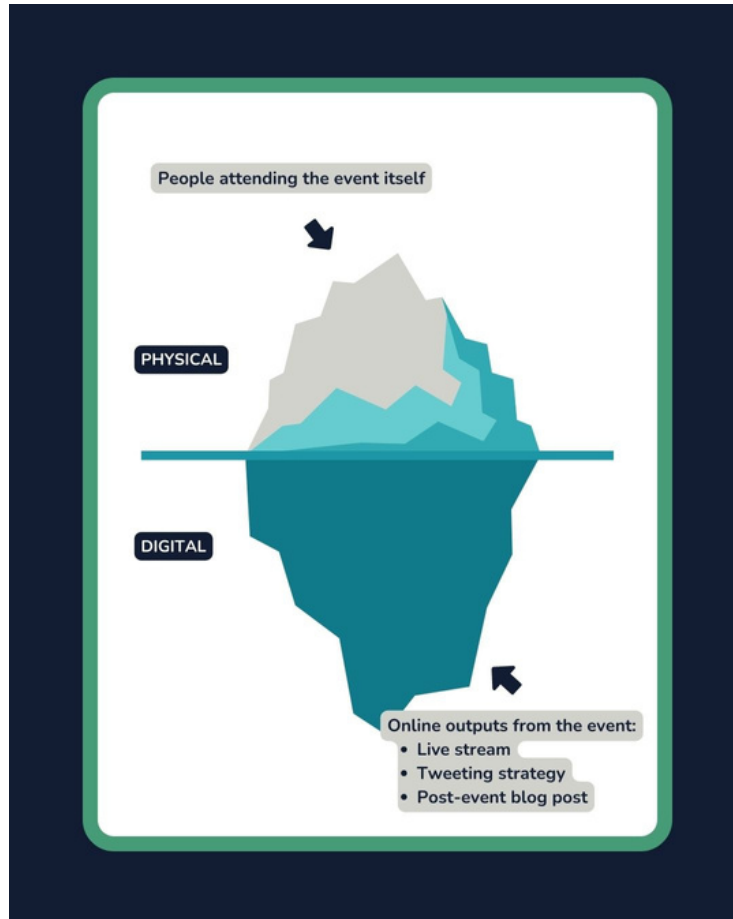
STEP 3 BUILDING MOMENTUM - PROMOTING YOUR EVENT

Hitting your targets for the number of people that register and show up for your event is central to this stage. Key actions here include

ADD YOUR EVENT TO THE MOST RELEVANT EVENT PLATFORM

Depending on your location event platforms such as Eventbrite, Meetup.com and others can add at least 10% to your registrations as they have a wide reach. One rule of thumb is to use one platform to record the registrations while the other platforms can be used to channel registrations to that location (i.e. do not set up duplicate registrations on competing platforms).

In the resources folder we provide you with a guide to listing your event in the following platforms:

1. Eventbrite - this is the primary platform we use where registrations for the event can take place, all other platforms we use feed to this registration form.
2. Event post on Google Business Page.
3. Add Event on Facebook Business Page.

Monitor numbers registered in Eventbrite are on target as the event gets closer. A rough rule of thumb is that 50% of registrations show up on the day so if you want 25 attendees your registrations should be at 50. Of course there are exceptions to this rule of thumb, the more targeted your event is the higher the turnout rate will be but the smaller your target audience will be.

PLAN YOUR ONLINE PROMOTION CAMPAIGN

Populate **EVENT INFO & MARKETING CONTENT** sheet with social posts content

CREATE GRAPHICS FOR ONLINE PLATFORMS

Canva is great for this, the most straightforward approach is to feature headshots of your speaker, include the topic, time and date, and sponsor or supporter related information.

ANNOUNCE IT ON YOUR SOCIAL MEDIA ACCOUNTS

As far out from the event as possible start the ball rolling on your online promotion campaign, you don't need to have all your speakers confirmed to start issuing 'hold the date' posts. You will notice in our sample below that due to another commitment we had to change one of our panel of speakers during the run up to the event.
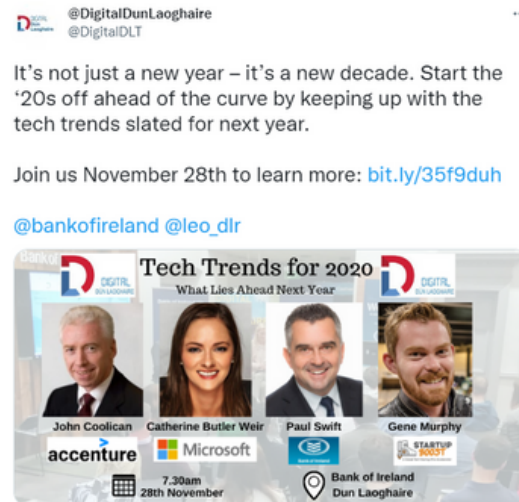
PART 3 - SECTION 25

POST IT IN THE WHATSAPP GROUP FOR YOUR HUB

Your own members will definitely benefit from the networking opportunity of your event

CONTACT STAKEHOLDERS TO INVITE THEM

Local politicians, Chamber of Commerce, your local LEO, neighbouring incubation centres are good targets to contact and invite to your event.

EMAIL KEY CONTACTS AND STAKEHOLDERS

Ask them to include it in their newsletters, contacts can include the Chamber of Commerce, your local LEO, neighbouring incubation centre, here is a sample email.

EMAIL Content from info@digitaldunlaoghaire.ie email account

Send each email individually.

Subject Line - Upcoming Digital Dun Laoghaire event that might be of interest

Dear NAME,
I am the event manager for Digital Dun Laoghaire and as a stakeholder of ours I felt that our next event might be of interest to your members/contacts.

Any help you can give us in getting the word out would be much appreciated.

Many thanks, NAME

STEP 4 THE BIG DAY - RUNNING THE EVENT ITSELF

WALK THE ROUTE

A week before your event walk the venue, check things that you might need to include in your introductory remarks on the day such as emergency escape routes, location of toilets etc. Based on the walk through update your COMMS CHECK & RUNNING ORDER SHEET - when people start arriving on the day it is easy to lose track of where you are at on the event to dos.

BRIEFING NOTES

Write the Panel and Chair Briefing Note - templates are available in our resources folder - it is also useful to share these with the blogger that is covering your event. Three days before the event Send briefing email to panel, if you send it sooner than that it will get lost in their inbox.

CALL THE SPEAKERS AND PANEL MEMBERS

Once speakers have been booked call them to talk through the discussion points that will be covered at your event, make notes of interesting angles etc. Once you have emailed the briefing note to the panel call each panel member to talk through the Discussion Topics

SOCIAL POSTS

Upload your social posts content and graphics for all platforms to Hootsuite.

Update social media profile Banner Graphics - tutorial here

PART 3 - SECTION 25

Ask a volunteer to do live Tweeting, they don't even need to be in the room.

HOUSEKEEPING

If your room is large look into borrowing a Microphone and speaker from the County Council if this is available.

Order tea and coffee and sandwiches if you are going to provide these.

ONE DAY BEFORE THE EVENT

On the day before the event I always sent a manual personal email reminder to Eventbrite registrations re venue- this catches their attention in a way an automated email doesn't, here's our template.

Thank you for registering for tomorrow's Digital Dun Laoghaire November Meetup on the topic of Tech Trends for 2020. We have a great panel of experts lined up for you and this one is going to be a big one as it is the third anniversary of the launch of Digital Dun Laoghaire in 2016 by Minister Mitchell O'Connor (who will be officially opening tomorrow's event).

Here is some information I felt might be useful to share with you -

 Venue - The venue is the main banking hall in Bank of Ireland, George's Street, Dun Laoghaire (please see map here - https://goo.gl/maps/Af4fo7z4Mqq). The front door opens at 7.30am.

The venue is wheelchair accessible.

Parking - At that time of the morning there is usually on street parking available nearby which can be used in conjunction with the app from www.parkingtag.ie .

For an overview of all the parking options in our town please see https://www.dunlaoghairetown.ie/parking/

If you have any questions please feel free to call me on 087 737 6622.

We will have coffee ready for you when you arrive!

DIGITAL Dún Laoghaire

PART 3 - SECTION 25

ON THE DAY

Social Media Campaign starting with a photo of your venue saying "All set to go here at .....".

For our events we set up WhatsApp group for Photos and added stakeholders at the event to this group, this enabled the Twitter editor to pull photos from different locations at the event for her posts.

SETUP OF YOUR VENUE

Screen displaying Twitter stream

Screen displaying microsite for the event

PART 3 - SECTION 25

THERE ARE FIVE MAIN COMPONENTS ON THE PHYSICAL SETUP OF YOUR VENUE AS FOLLOWS:

1. **Where the MC operates from** - Depending on the level of digital output you decide to run for your event the availability of a lectern to the MC will be important, this person will introduce the discussion topics, scroll the screen for the event micropage, draw attention to individual Tweets on the event's stream, invite questions from the audience, encourage them to Tweet with the event #hashtag etc. Therefore the person needs clear space to move around with good lines of sight to all parts of the venue.

2. **Where the panel sit** - Having the panel elevated in a focal point of the venue is important, they need to be able to make eye contact with your audience. Rather than sit them in a row try and arc the chairs in a horseshoe shape so that the panel can spark off each other which increases the energy in the discussion.

3. **Where the participants sit** - To increase engagement try and organise the chairs of the attendees in an arc so that they are all making eye contact with the Panel. Leave enough space for the MC to walk in and out of the participants when it comes to question time.

4. **Screen for live stream of Tweets featuring the event #hashtag** - An optional extra that can increase the digital engagement with your event, if the participants feel that their Tweet might be highlighted by the MC they are more likely to make the effort to Tweet.

5. **Screen for event micropage** - The micropage is the location for more details on each speaker, any resources they recommend, the feedback form etc the left - here we displayed the event's dedicated web page etc.

@ DIGITAL Dún Laoghaire

YOUR SOCIAL CAMPAIGN ON THE DAY

Pre kick off

PART 3 - SECTION 25

PANEL MEMBER LINEUP

Digital Dun Laoghaire Event - Panel Speakers

ACTION SHOT

Try to make sure the angle highlights the attendance

@DigitalDunLaoghaire
@DigitalDLT

Digital Dun Laoghaire's honorary patron Minister @mitchelloconnor addressed our meetup this morning to discuss the importance of both public and private initiatives joining together in town centre renewal. Thank you for joining us!

PART 3 - SECTION 25

THE AUDIENCE IS PART OF YOUR EVENT'S STORY

RETWEET RELEVANT POSTS FROM ATTENDEES

STEP 5 REAPING THE DIGITAL IMPACT - CONTINUING THE GAIN AFTER YOUR EVENT

An important consideration once your event has ended is to ensure to get the best return on the effort that went into it by taking steps to increase the digital impact.

ACTIONS HERE INCLUDE:

- Create event blog post - template for structure in our folder. You can post this on your hub's web site or syndicate your post - if it is possible seek to you your post placed with a local media provider.
- Send a thank you email to the panel members with a link to the Blog Post and asking them to share it with their network.
- Email registrants a post event request for feedback email, see our template in the Resources Folder - make sure to promote any available space in your hub in that email.
- If you had someone capture a video then edit it to upload highlights to YouTube.
- Create a couple of posts on social media promoting the blog post of your event.

RESOURCES

Compendium of all Digital Dun Laoghaire Events

@DigitalDunLaoghaire
@DigitalDLT

Did you hear something you liked but can't remember the name or URL? We put together a list of all the links our experts shared at our meetup last Thursday.

Find it all on our event microsite: ow.ly/pXAR50xqNos

PART 3 - SECTION 26

DIGITAL GROWTH HUBS - THE POWER BEHIND DIGITAL FIRST COMMUNITIES

THE WORK OF A DIGITAL GROWTH HUB MOBILISING AND COORDINATING YOUR LOCALITY'S ECONOMIC GROWTH THROUGH YOUR HUB

DIGITAL FIRST COMMUNITIES
Framework

Digital First Community

Digital Growth Hub

The locality with stakeholders coordinated through a @Digital Steering Group

The focal point for activity where the steering group meets.
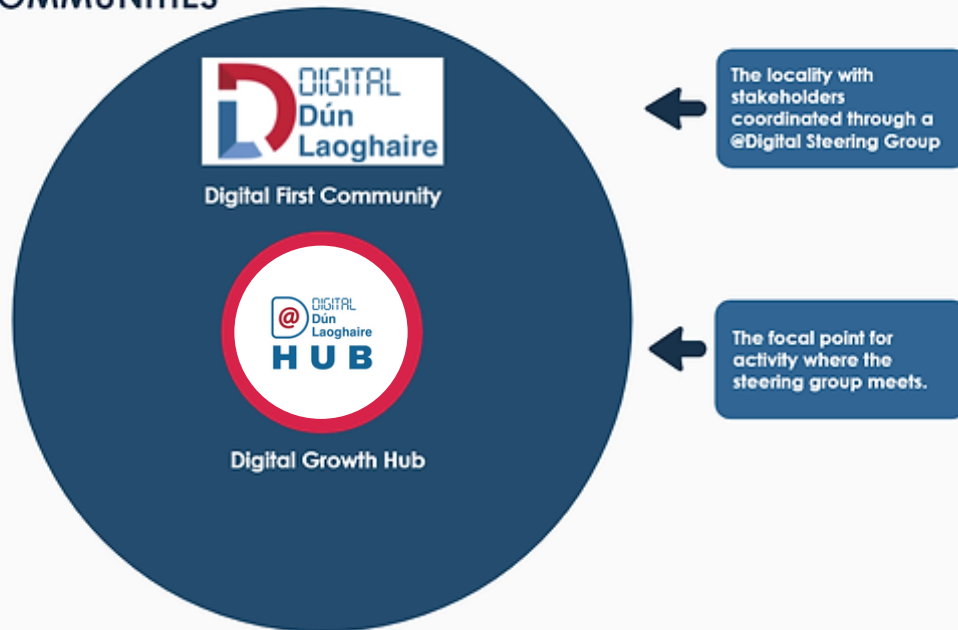
We believe that the transformational power of digital is yet to be harnessed effectively by towns

Photo credit: Canva License

OUR BIG IDEA IS TO

Convert donated empty space that was built for past uses

Using the **digital tools of the present**

In order to **create the communities of the future**

At the heart of a Digital First Community is the **Digital Growth Hub.**

The hub seeks to future proof the small business community of its locality by creating a fusion between new and old ways of doing business.

While traditional enterprise centres and commercial coworking spaces focus inwardly on their client companies and community within their facility, a digital growth hub focuses both inwardly on the incubated member businesses but also outwardly on digitally empowering the locality it sits within.

PART 3 - SECTION 26

A **digital growth hub** provides a focal point for transitioning localities and their communities of small businesses and social enterprises to the 21st century.

The goal of a digital growth hub is unashamedly to spark a digital revolution in its locality and beyond by creating a virtuous cycle of economic growth for all elements of the business and social community.

PART 3 - SECTION 26

The main components of our Digital Growth Hub model have been fine-tuned in Dun Laoghaire Town and includes:

Inward - Repurposing Space – Under the name 'Dún Laoghaire Enterprise Centre' 10 businesses are incubated in the enterprise centre operated by DigitalHQ with the support of Bank of Ireland. The centre acts as a marketing hub to attract new businesses to our town. As a social enterprise, all the membership fees from the hub go into supporting DigitalHQ's work in the town.

Outward - Attracting and Networking Innovation Driven Enterprises – Our hub helps build the bridge between the digital and traditional business communities in the town through our programme of Meetups. Under the name @DigitalDunLaoghaire we have run 33 free events since 2016 for over 1,300 attendees who heard in excess of 97 expert speakers.

Outward - Collaborative promotion of traditional businesses – Under the name 'Love Dún Laoghaire' almost 100 local businesses have been supported by our hub through 10 digital promotion campaigns. These Buy Local campaigns focus on the online offerings of local small independent businesses at key events in the calendar such as Valentine's Day, Mother's Day, January Sales as well as sector specific promotions.

How DIGITAL GROWTH HUB works?
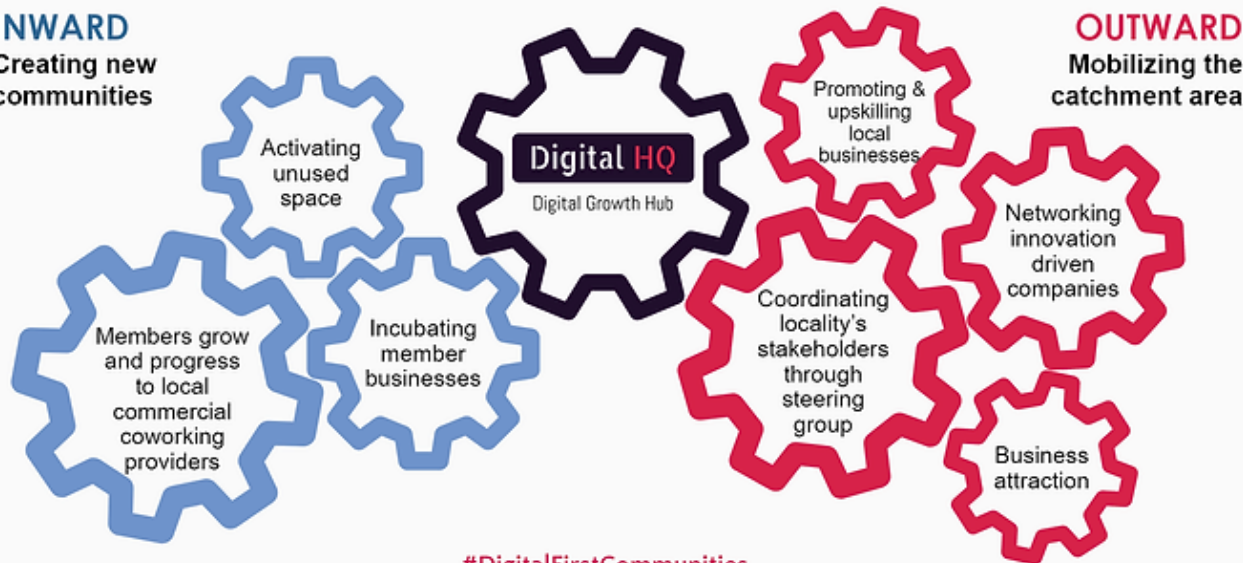
INWARD
Creating new communities

OUTWARD
Mobilizing the catchment area

Activating unused space

Digital HQ
Digital Growth Hub

Promoting & upskilling local businesses

Members grow and progress to local commercial coworking providers

Incubating member businesses

Coordinating locality's stakeholders through steering group

Networking innovation driven companies

Business attraction

#DigitalFirstCommunities

The Digital Growth Hub in Dún Laoghaire Town

Digital HQ
Digital Growth Hub

@ DIGITAL Dún Laoghaire HUB
Incubating member businesses

LOVE Dún Laoghaire Town

DIGITAL Dún Laoghaire

DIGITAL Dún Laoghaire Events

DIGITAL Dún Laoghaire WHY DÚN LAOGHAIRE

#DigitalFirstCommunities

DIGITAL @ Dún Laoghaire

HOW A 'DIGITAL GROWTH HUB' EMPOWERS A REGION
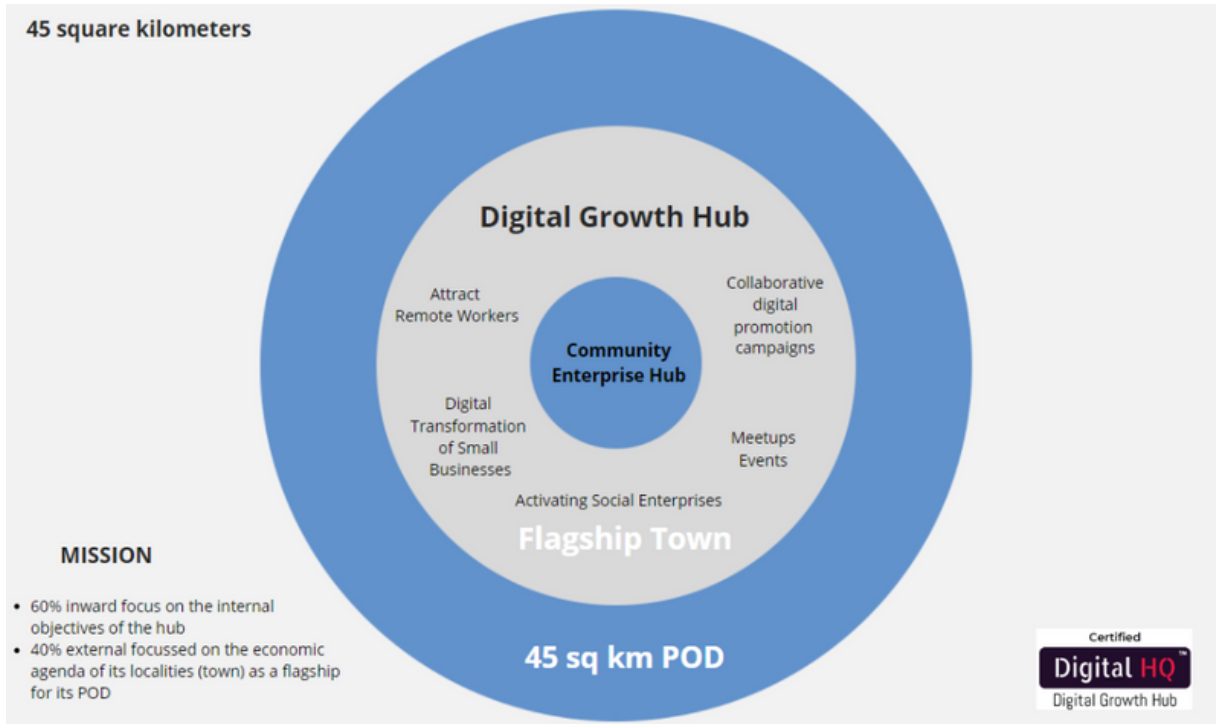
EXPLANATORY NOTES FOR SLIDES IN PART 3

- Part 3 - Benefits of a hub to a locality - Stephen Wall Masters - Optimising the social, urban, and environmental co-benefits of coworking spaces in the rehabilitation of Irish towns.
- Part 3, Section 21 - Skills of a hub manager - Suggested skill set based on 10 years running different hubs and incubation centres.
- Part 3, Section 21 - Marketing strategies for your hub - building your hub's personality - Both pictures have been taken from hub websites, both are selling desk space but what is the difference in approach between the two?
- Part 3, Section 22 -What is the digital visibility index? - There are lots of great things happening in localities across Ireland however if it is not shared digitally then it is not visible to online searchers.
- Part 3, Section 22 - What are the 4 hurdles which a potential customer clicks through to your website from Google search? - Studies have shown that Internet users make up their minds about the quality of a website in just a 20th of a second of viewing a webpage
- Part 3, Section 23 - Community - the glue that holds it all together - As CEO of Startup Ireland my key message was network density is key to success in startup ecosystems.

PART 4

Putting digital growth to work for your small business

Gavin Jeffrey
Manager at The Ludgate Hub
Skibbereen, Co. Cork

Index

PART 4

PUTTING DIGITAL GROWTH TO WORK FOR YOUR SMALL BUSINESS

Gavin Jeffrey
Manager at The Ludgate Hub
Skibbereen, Co. Cork

- **Section 29** - Scaling through the Digital Growth Mindset
  - The 4 Pillars of the Digital Growth Mindset -
  - Your customer value hierarchy - Why do people buy from your business and what are the clinchers in them doing this.
  - Productivity - How to increate the productivity of your business in delivering your customer value.
  - Visibility of your goals - Energy flows where attention goes - the design of dashboards for your KPIs.
  - Agility - Monitoring the dynamic tension between the growth factors for your business.
- **Section 30** - Scaling through acquisition - a checklist
- **Section 31** - Digital marketing & social media for small business
  - What is digital marketing
  - Key principles for marketing online - Need state - Human interaction with electronic devices - Facts v Emotions in decision making
- **Section 32** - Creating your Marketing Message Framework
  - Who is your message for
  - What do you want them to do
  - What is your message
  - Will they get your message
- **Section 33** - Will they get your message in Google Search
  - Who sees it - Impressions in Google
  - What they do - Clicks in Google search
  - Creating completed actions - Hurdles to overcome

- **Section 34** - **Twitter for Small Business**
  - Introduction to Twitter functions
  - Getting Impressions and Clicks from Twitter
  - Breaking out of the 'scroll'
- **Section 35** - **Linkedin for Small Business**
  - Introduction to Linkedin functions
  - Getting Impressions and Clicks from Linkedin
  - How to write posts for maximum engagement
- **Section 36** - **Turning your learning into action**
  - Making digital marketing deliver for you
  - Which platform is the best fit for your business
  - Setting your budget

PART 4 - SECTION 27

START YOUR OWN BUSINESS

- MY TUDUBLIN HOTHOUSE 3 RULES OF THUMB FOR STARTUP IDEAS
- WHO IS YOUR CUSTOMER AND WHAT PROBLEM ARE YOU GOING TO SOLVE FOR THEM
- GETTING THE VOICE OF YOUR POTENTIAL CUSTOMER
- BOOTSTRAPPING - MANAGING CASH FLOW FOR YOUR STARTUP
- CHOOSING THE NAME AND LOGO FOR YOUR NEW BUSINESS
- CREATING THE PITCH DECK FOR YOUR STARTUP - YOUR VALUE PROPOSITION

A DAY IN THE LIFE AS AN ENTREPRENEUR

"I'm good. I don't know why I get so down on myself"

"Wait a second. My life is great."

"Give up the good for the great!"

"IT'S WORKING"

"I'm excited"

"I was wrong. I suck!"

"I messed up"

"I think I'm going bankrupt"

"Ugh! This is hard"

Entrepreneur

Image source: Entrepreneur.com

THE TOP REASONS STARTUPS FAIL

Reason	Percentage
No market need	~42%
Ran out of cash	~29%
Not the right team	~23%
Get outcompeted	~19%
Pricing/cost issues	~18%
Poor product	~17%
Need/lack business model	~17%
Poor marketing	~14%
Ignore customers	~14%
Product mis-timed	~13%
Lose focus	~13%
Disharomy on team/investors	~13%
Pivot gone bad	~10%
Lack passion	~9%
Bad location	~9%
No financing/investor interest	~8%
Legal challenges	~8%
Don't sure neteork/advisors	~8%
Burn out	~8%
Failure to pivot	~7%

Most frequently cited reasons for startup failure*

*Based on an analysis of 101 startup post-mortems

Forbes   **statista**

DIGITAL @ Dún Laoghaire

KEY CHALLENGES FACED BY STARTUPS

- **Inertia** - Is the biggest challenge to take up for the proposed offering. Breaking through this will depend on how the project is communicated to potential clients.

- **New Supplier** - That you are a startup, will your solution be around for the long term.

- **New Process** - That you are proposing a new way of them doing business, even when it is a saving for them this means inconvenience and downtime. Inertia is the biggest enemy of startups.

- **New Technology** – The technical solution that you are proposing involves a degree of risk, who owns the data, how much customisation might be needed to fit the clients existing processes.

- **Value Add** – Taking all the above into account is what you are potentially offering 'revolutionary' enough to overcome the above obstacles, can you offer a major cost saving PLUS a major potential increase in business.

6 TYPES OF STARTUPS

- **Lifestyle startups**: work to live your passion
  - Known customers and product
- **Small business startups**: work to feed the family (99%)
  - Known customer and products, challenge is business model and profit
  - Internet version of small business startups
- **Buyable startups**: Acquisition targets (5-50 mil €)
- **Big business startups**: Innovate or Evaporate
  - Innovation: New markets, technology, customers or channels
- **Social startups**: Driven to make a difference
  - Social Innovation, New Strategies, Profitable?
- **Scalable startups**: Born to be big
  - Venture capital, 300 mil € + markets, unknown customers and product

Source: Steve Blank

MY 3 RULES OF THUMB AT TUDUBLIN HOTHOUSE FOR STARTUP IDEAS

1. IS IT A BUSINESS OR A HOBBY?

The 'good idea' versus a real business opportunity test which is does it address a burning platform issue that people will pay for now.

If it passes this test then move to 2

MY 3 RULES OF THUMB AT TUDUBLIN HOTHOUSE FOR STARTUP IDEAS

2. IF IT IS A BUSINESS WHY HASN'T IT BEEN DONE BEFORE?

Opportunity arises from:
1. Change in legislation - Brexit
2. Change in technology - Smartphones
3. Change in behaviour patterns - COVID 19
4. Local advantage - the local provider

If it passes this test then move to 3

MY 3 RULES OF THUMB AT TUDUBLIN HOTHOUSE FOR STARTUP IDEAS

3. IF IT IS A BUSINESS THAT ADDRESSES A REAL BUSINESS OPPORTUNITY IS THE PROMOTER LIKELY TO BE ABLE TO DELIVER (RELEVANT SKILLS, EXPERIENCE, NETWORK, MINDSET ETC)?

OLLSCOIL TEICNEOLAÍOCHTA
BHAILE ÁTHA CLIATH

DUBLIN

TECHNOLOGICAL
UNIVERSITY DUBLIN

@ DIGITAL
Dún
Laoghaire

Validating your startup business idea breaks down into a number of steps.

STEP 1 - WHO IS YOUR CUSTOMER?

Entrepreneurs have limited resources and must be very careful how these are deployed.

IDENTIFYING YOUR SWEET SPOT CUSTOMER

Who is your customer?

See PART 1 Section 4 for this exercise

DIGITAL
Dún
Laoghaire

STEP 2 - NOW THAT YOU HAVE A PERSONA FOR YOUR CUSTOMER HOW DO WE IDENTIFY THE PAIN YOU ARE GOING TO SOLVE FOR THIS CUSTOMER?

The Lean Canvas

WHAT PAIN ARE YOU GOING TO SOLVE

See PART 1 Section 5 for this exercise

HOW DO YOU KNOW IF YOU
ARE ON THE RIGHT TRACK WITH
YOUR CUSTOMER ANALYSIS?

**Get feedback from your
sweetspot customers**

GETTING THE VOICE OF YOUR CUSTOMER

See PART 3 Section 21 for this exercise

MANAGING CASH FLOW FOR YOUR STARTUP

TIMMONS MODEL OF THE ENTREPRENEURIAL PROCESS

THE
RESOURCES

THE
OPPORTUNITY

THE TEAM
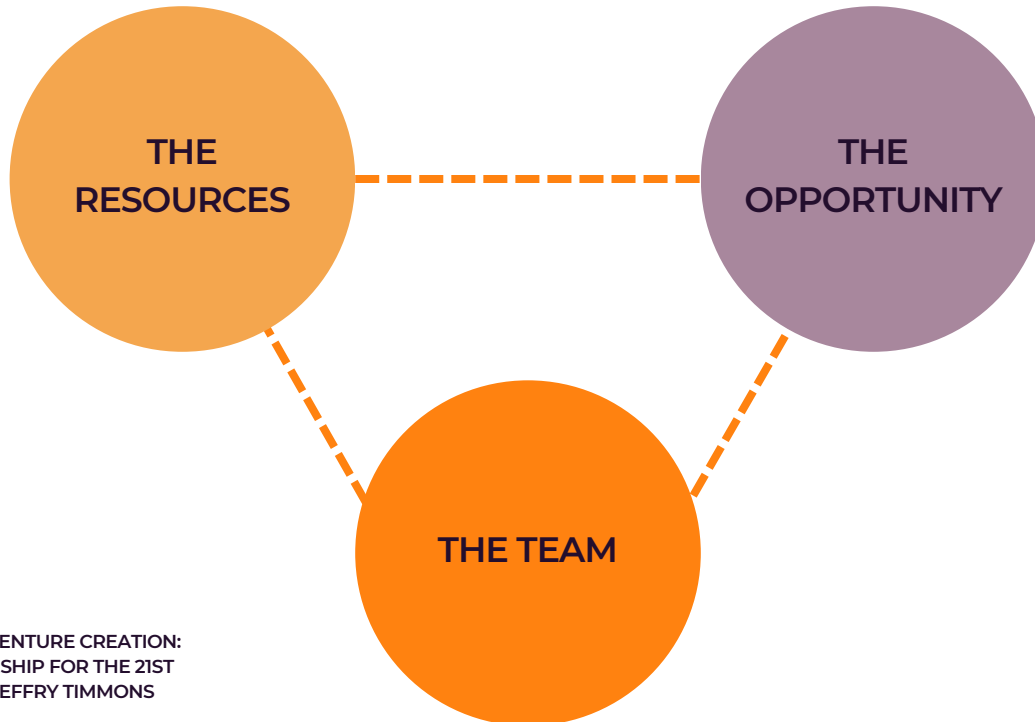
SOURCE - NEW VENTURE CREATION:
ENTREPRENEURSHIP FOR THE 21ST
CENTURY BY JEFFRY TIMMONS

DEFINITIONS

Cash Flow – The money you have coming in from sales/investment versus the money you have to pay out in expenses.

Capital Costs - Once off, large costs needed to get the project started. Examples include website design costs, building costs, equipment purchase costs, business smartphones etc.

Running Costs - Ongoing, regular costs needed to keep delivering the product or service once the Capital Costs have been spent. Examples include wages, marketing, office rent, interest on loans, materials etc.

Bootstrapping - Getting your business off the ground with the minimum amount of external money and maximum cash flow from customer sales.

EXERCISE - ESTIMATING YOUR STARTUP COSTS

- CRO LEGAL COSTS - EQUIPMENT - PRODUCTION OF PROTOTYPES
- PROPERTY COSTS - WEBSITE COSTS

Capital/Startup Costs	Amount in Euros
	TOTAL

ESTIMATING YOUR RUNNING COSTS

ONGOING, REGULAR COSTS NEEDED TO KEEP DELIVERING THE PRODUCT OR SERVICE ONCE THE CAPITAL COSTS HAVE BEEN SPENT. EXAMPLES INCLUDE WAGES, OFFICE RENT, INTEREST ON LOANS, MATERIALS ETC.

Running Costs	Amount in Euros
	TOTAL

ESTIMATING YOUR SOURCES OF FUNDING

LEO FEASIBILITY STUDY GRANT, EMPLOYMENT GRANT, TRADING ONLINE VOUCHER (MUST BE TRADING A PERIOD OF TIME), NEW FRONTIERS PROGRAMME, SAVINGS, CREDIT FROM PROVIDERS, LOANS, FAMILY AND FRIENDS ETC

Costs	Possible sources
Capital costs **Current costs**	 TOTAL

DIGITAL Dún Laoghaire

SHOULD YOU BE A SOLE TRADER OR LIMITED COMPANY?

PROS AND CONS OF EACH STRUCTURE

SOLE TRADER

✔️ Simple to set up & shut down

✔️ Less legal filings compared to a Limited Company

✔️ You don't have to prepare financial statements

❌ All your profits are taxed as your income, which can be up to 52%

❌ Personally liable for debts

❌ Lower tax credit than emoplyees

❌ You still need to prepare tax return each year

LIMITED COMPANY

✔️ Low Corporation Tax rate

✔️ More tax reliefs and benefits

✔️ Credibility in the industry

✔️ Protection of private assets

❌ More corporate filings and deadlines

❌ Large fines and penalties for non-compliance

❌ Longer and more expensive set up than a Sole Trader

@ DIGITAL Dún Laoghaire

CHOOSING THE NAME FOR YOUR BUSINESS

CHOOSING YOUR BUSINESS NAME

- A domain name like "OnlineTickets.com" or 'SalesForce.com' conveys the meaning of the business and is helpful for search engine optimisation purposes.
- Supports your Story.
- Avoid hard-to-spell names.
- Domain names can help with digital marketing in Google search.
- Don't pick a name that could be limiting as your business grows but pick a broad niche that is included in the name. 'OnlineBooks.com v Amazon.com'
- Use a name that conveys some meaning. Meaningless names like "Google," "Yahoo," or "Zappos" have some appeal due to their catchiness (and massive marketing budget) but these kinds of names will cost you a lot more to establish in the mind of the public.
- Get feedback on the name, make sure the name sounds good when said aloud - example of the Vauxhall 'NOVA' car, understood in Spain as 'Doesn't go'.
- Conduct a thorough Internet search and CRO.ie for its use already to avoid potential accusations of 'trading off'.

CHOOSING YOUR LOGO

1. Remember the importance of colour to your sweet spot customer
2. Where the logo will appear - design needs to fit completely in a small thumbnail on social media accounts.

sui@.org
School & University Internet Awards

Costello
Jewellers

Scrap Gold Week

register.ie
Ireland's domain registrar

novara.ie
Ireland's Hosting Provider

digitalHQ

Startup Ireland

**Startup
Gathering**
Start Scale **Succeed**

DIGITAL
@ Dún
Laoghaire

PITCHING YOUR BUSINESS IDEA

START BY THINKING ABOUT WHAT MATTERS TO YOUR AUDIENCE – WHO ARE YOU PITCHING TO?

- Investor
- Bank
- Grant funder
- Crowd Funding
- New Clients

Photo credit: Canva License

BUSINESS PITCH DECK - HEADINGS

1. Your value proposition - your business idea in a couple of words
2. The Problem
3. Your Solution
4. Business Model
5. Marketing & Sales
6. The Competition
7. Your Team
8. Projections
9. Milestones
10. Call to Action

1. PUTTING TOGETHER YOUR VALUE PROPOSITION

Photo credit: Canva License

The "best" idea, product or service doesn't always win. The one that is easiest to decide on wins. Therefore the main job of your value proposition will be to take having to think out of it for your audience or customer.

Photo credit: Canva License

"jaws in space"

How to develop & pitch creative ideas

Photo Credit: Hannah Smith

Source: JAWS IN SPACE Powerful Pitching for Film and TV Screenwriters
Charles Harris

WELL KNOWN VALUE PROPOSITIONS

1. Ryanair "The low fares airline."
2. British Airways "The World's Favourite Airline".
3. Amazon "The world's largest selection."
4. Apple "Think different" - to set up Apple as a brand for "visionaries and unconventional thinkers".
5. SAP - "We don't just make better software. We make better companies".

Intuit got 70% market share very fast with its QuickBooks product. How did it do this? It was not solely by the technological sophistication of the product, it was by creating a compelling value proposition.

The CEO himself wrote the slogan. While competitors appealed to logic ("Automate your banking"), Cook appealed to emotions with his slogan.

"End your financial hassles."

RECAPPING ON LEAN CANVAS EXERCISE AS A TEMPLATE FOR YOUR VALUE PROPOSITION

VALUE PROPOSITION FOR YOUR SWEET SPOT CLIENT

WE PROVIDE <SOLUTION>
TO <SWEETSPOT CUSTOMER>
THAT <PROBLEM>

We provide <a uniquely personal acupuncture service that holistically tackles all the obstacles to a successful conception>

For <women between 25 - 45 who want to have children>

Who <are on IVF treatment>

DIGITAL
@ Dún
Laoghaire

2. THE COMMERCIAL PROBLEM/OPPORTUNITY YOU HAVE IDENTIFIED

Preferable a diagram so the Panel can rapidly understand the dynamics, clients and players in the market you intend entering.

Photo credit: Canva License

3. HOW ARE YOU GOING TO FIX THIS PROBLEM/ADDRESS THE OPPORTUNITY

Again a diagram will help here – show where you will sit in the system outlined in the diagram in the previous slide.

Photo credit: Canva License

Before GO YETI

Pre-existing ticketing solutions usually require a designated member of staff to manage the system. This means that bus companies who want to sell online often need to hire another member of staff.

Current solutions available to the market cost between €40,000 - €100,000 p/a

Current solutions usally have maintenance costs between 10-15% p/a. Bespoke features also incur a large fee upon setup.

All current solutions are hardware reliant. This includes printers, scanners, onboard computers, etc. A handheld device that does all this costs €2500 per device.

Most ticketing solutions still require the use of paper tickets. Some of these tickets are even handwritten.

No ticketing software combines online and offline sales in the one space. This means bus companies have to perform end of day consolidation with driver sheets and numbers.

The average bus company spends over 15 hours a week taking and managing bookings. This means that they could be paying anywhere upwards of €200 a week just on staff to manage bookings.

€25,000

With GO YETI

Go Yeti can be easily used and managed by anyone. It's as easy as setting up an email address.

Go Yeti only charges you on what you sell. Meaning setup and maintenance is completely free. Our fee can also be passed onto passengers meaning it is technically free to use for life should you chose it to be.

There is no maintenance fee and you can pick and chose what features you do and don't want.

Our platform can be run completely of an Android or IOS device. This includes setup, admin and scanning/validation of tickets and journeys.

Our system can be used paper free. We also support paper tickets and can convert and validate offline tickets into digital.

We validate offline and online tickets in the same place, meaning there is instant, accurate information on available seats online at all times. It also automatically consolidates all sales at the end of the day.

Setting up a journey and publishing it online takes less than 5 minutes. Once these steps have been taken you can then direct all traffic through your online portal, meaning you don't have to spend time taking and managing bookings.

€25,000 = 28,404 passengers

Distribution Channels

Customer

Customer Relationships

Value Proposition

Business Model

Revenue Model

Cost Structure

Partner Network

Core Capabiliti
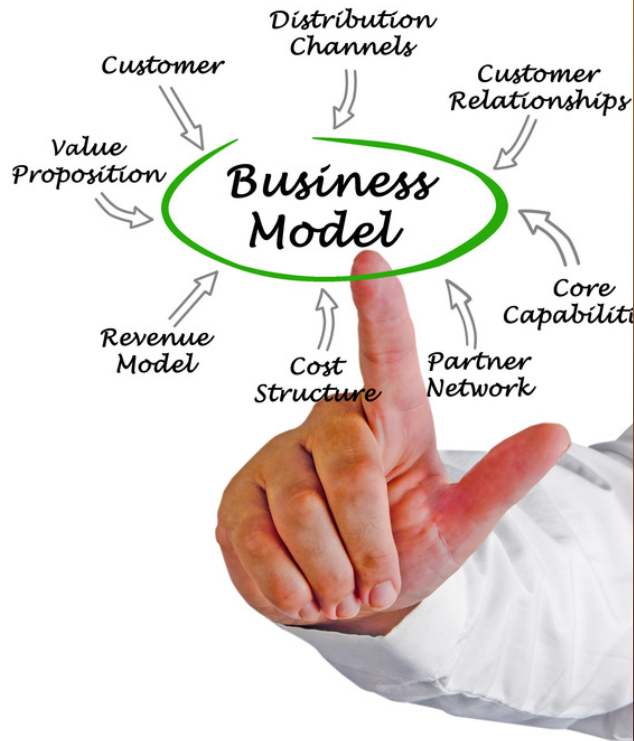
4. WHAT'S YOUR BUSINESS MODEL, HOW WILL YOU MAKE MONEY?

What is the approximate size of your Total Addressable Market (TAM).

Photo credit: Canva License

24 STEPS TO A SUCCESSFUL STARTUP

DISCIPLINED ENTREPRENEURSHIP

BILL AULET

MANAGING DIRECTOR, MARTIN TRUST CENTER FOR MIT ENTREPRENEURSHIP
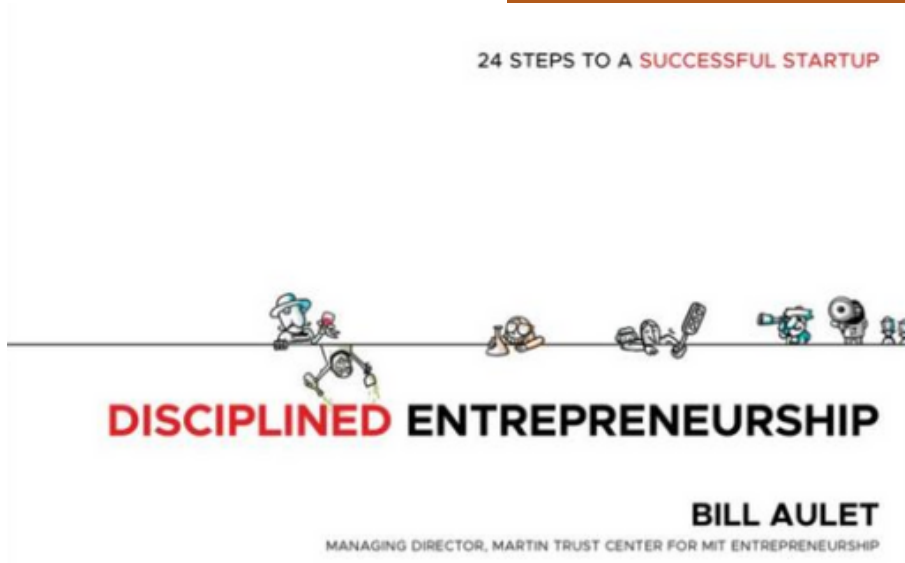
Copyright: Bill Aulet

5. MARKETING & SALES

A basic overview of how you are going to reach your target market – Identifying a reference client will help here.

Photo credit: Canva License

DIGITAL
@ Dún
Laoghaire

6. WHO ELSE IS DOING IT?

Outline your competition, and don't say you have no competition as this leads to the inevitable question, well then is this actually a real business opportunity?

A comment on your differentiating Unique Selling Proposition will help in communicating to the Panel how it will give you a sustainable competitive advantage?

Photo credit: Canva License

7. YOUR INITIAL TEAM (EITHER ON BOARD OR WILL BE AT A FUTURE POINT)

Advisors
Investors/Grants received

Photo credit: Canva License

8. Your projections

Year	Unit Sales	Staff Numbers	Revenue ('000)
1			
2			
3			

9. YOUR MILESTONES

The milestones that you intend achieving once you win the pitching competition

10. YOUR CALL TO ACTION

What do you want from the pitch, be specific.

NOTES TO SECTION 27

Section 27 - Choosing the logo for your new business - Themes common to the logos i created for initiatives I was involved with over my career

Section 27 - Jaws in space - The team was having difficulty pitching the movie aliens until one of the team thought of this catchphrase for it.

PART 4 - SECTION 28

SCALING THROUGH INNOVATION

- WHY INNOVATE?
- MY JOURNEY WITH NOVARA TECHNOLOGY - SURVIVAL - TRANSITION - TAKEOFF
- CREATING A CULTURE FOR CHANGE
- CREATING AN INNOVATION FUNNEL FOR YOUR BUSINESS
- MAKING YOUR INNOVATION PROJECT HAPPEN

Change is the only constant in business.
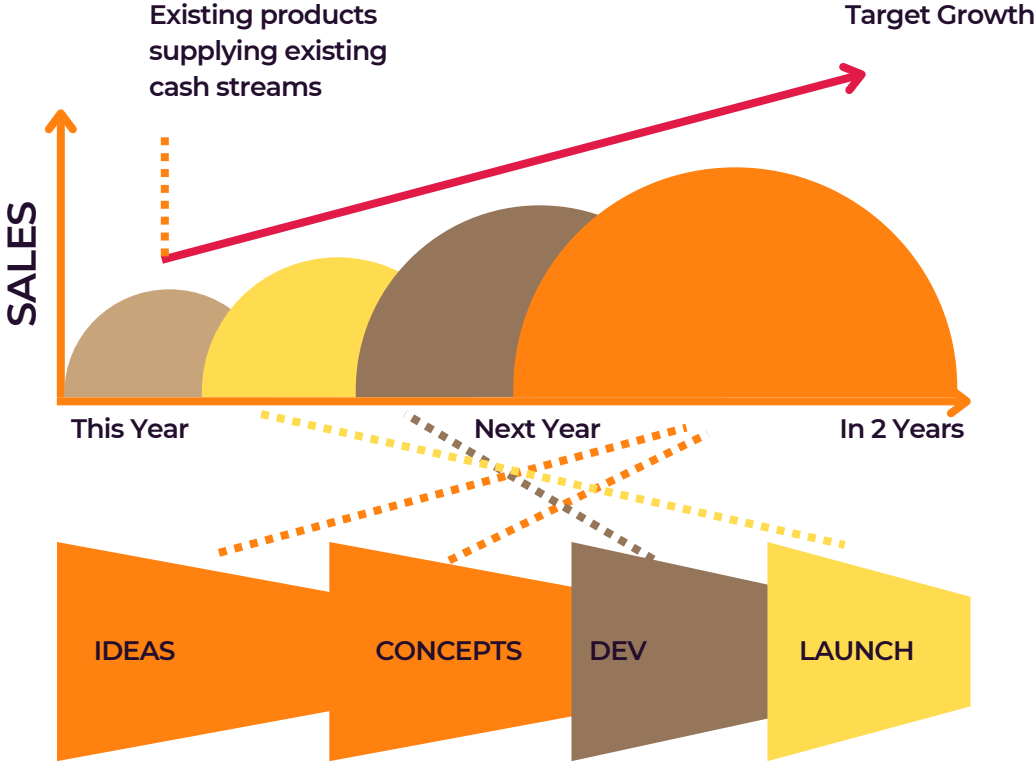
Photo credit: Canva License

WHY INNOVATE?

Existing products supplying existing cash streams

Target Growth

SALES

This Year   Next Year   In 2 Years

IDEAS   CONCEPTS   DEV   LAUNCH

Innovation is a discipline and a system
- closing the gap between how the company
needs to grow and the ability of the organisation
to achieve it.

NEW DIGITAL ECONOMY HAS UBIQUITOUS IMPACT

Transform Processes & Business Models

Empower Workforce Efficiency & Innocation

Personalize Customer Experience

DIGITAL @ Dún Laoghaire
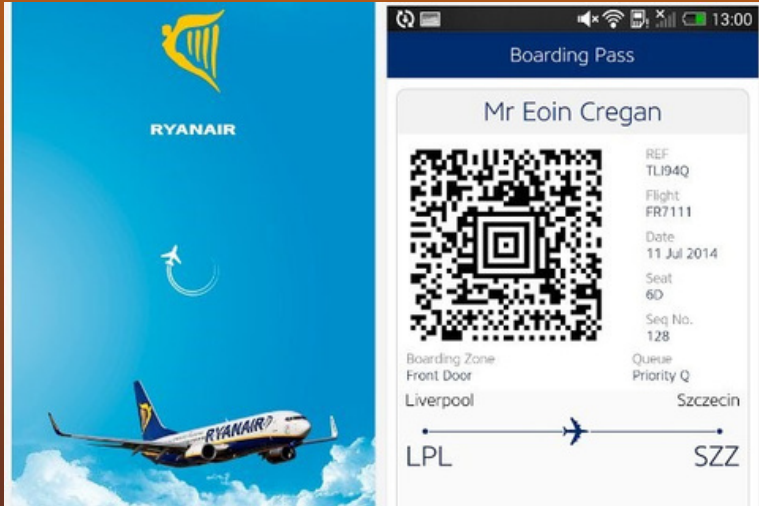
Secrets of Software Success

Management Insights from
100 Software Firms Around the World

...OCH · CYRIAC R. ROEDING
...PURKERT · SANDRO K. LINDNER

...ARD BUSINESS SCHOOL PRESS

Recommended Reading

*Copyright D.L. Hoch, C.R Roeding,
G. Purkert, S.K. Lindner*

BE CAREFUL HOW YOU INVEST IN INNOVATION

Those companies that spend 90% on the product and 10% on marketing were substantially less successful than those that spent 60% on the product and 40% on the marketing.

1. Business model DELL
how the enterprise makes money

2. Networking
enterprise's structure/
value chain
WAL★MART

5. Product performance Intel® Pentium® 4
basic features, performance and functionality

Microsoft® **Office**

6. Product system
extended system that surrounds an offering

7. Service **FedEx**
how you service your customers

Finance		Process.		Offering			Delivery		
Business model	Networking	Enabling process	Core process	Product performance	Product system	Service	Channel	Brand	Customer experience

3. Enabling process
assembled capabilities
SIEBEL.

4. Core process
proprietary processes that add value
GE Capital Aviation Services

8. Channel
NIKETOWN how you connect your offerings to
your customers

9. Brand
Virgin how you express your offering's
benefit to customers

10. Customer experience
how you create an overall
experience for customers
LEXUS

Credit: Doblin (Monitor Group)
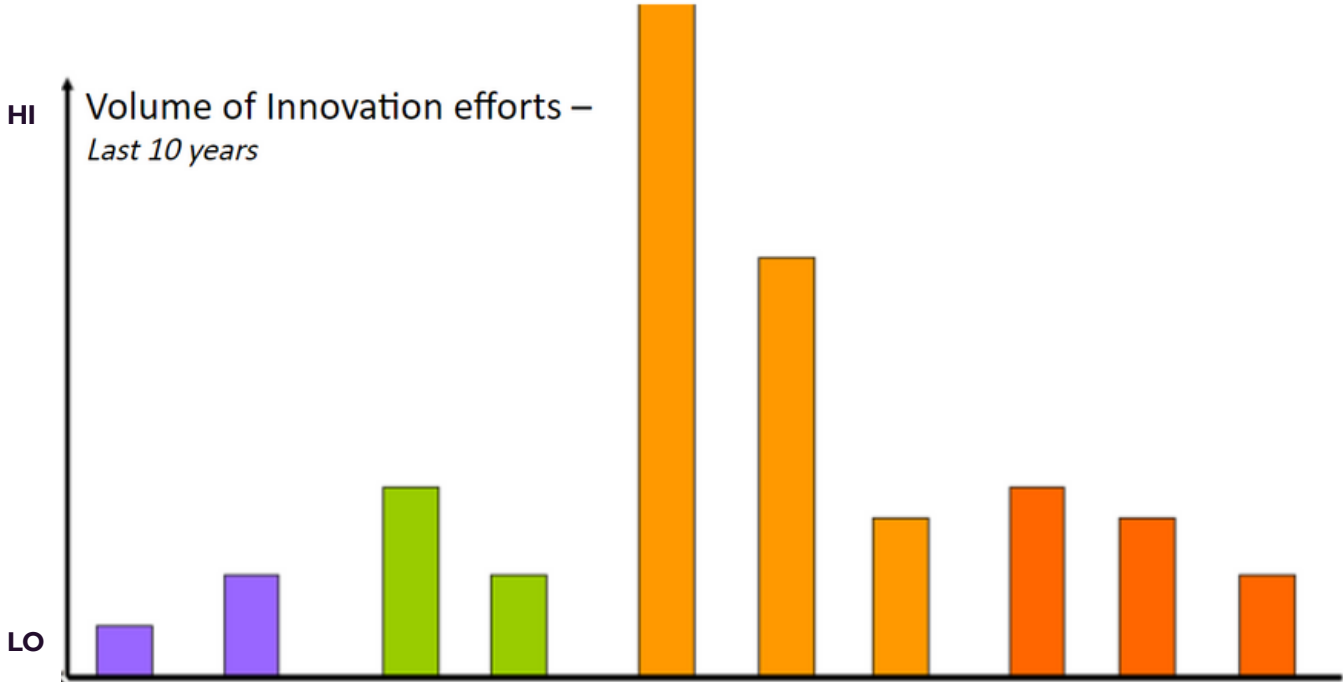
Credit: Doblin Analysis

Recommended Viewing

Copyright Ramsey's Kitchen Nightmares

LESSONS FROM RAMSEY'S KITCHEN NIGHTMARES

1. **Inertia** - Not flexible in addressing the local market or changing tastes - "This is the way we've always done it".
2. **Too complicated** - Trying to please everyone - 24 pages of menu options.
3. **Owner too close to the business** and as a result it is not being run like a business but rather as an extension of themselves - 'But I like to have records hanging from the ceiling', 'I set up the business primarily to create jobs for my family'.
4. **Don't value their own time**, working "in" rather than "on" the business - as a result unable to make tough decisions (fire chefs) or know when to cut their costs (running up big losses).

MY JOURNEY WITH NOVARA TECHNOLOGY

From front bedroom of my house to its successful sale

WHAT ATTRACTED ME TO WEB HOSTING AS A SCALABLE BUSINESS OPPORTUNITY FOR NOVARA TECHNOLOGY?

- **Recurring Revenue with Repeat Customers** (subscription businesses)
- **Revenue Diversity** (wide spectrum of customers with no customer account for more than 2% of turnover)
- **Low Attrition/Churn**
- **Repeatable, Systemic Offerings to Customers** (not too much customisation needed for individual customers)

- Data centre closed down with 1 month's notice
- Ex partner set up in competition
- Big losses on development work on Novara Customer Management system.
- 50% of team left
- Cash flow crises, had to remortgage the house
- The company operated in a highly competitive market where an approximation of perfect competition existed.

NOVARA'S SHARE OF THE IRISH WEB HOSTING MARKET

Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
1st	1st	1st	1st	1st	1st	1st
2nd	2nd	2nd	2nd	2nd	2nd	Novara
3rd	3rd	3rd	3rd	3rd	Novara	3rd
4th	4th	4th	Novara	Novara	4th	4th
5th	5th	5th	5th	5th	5th	5th
6th	6th	Novara	6th	6th	6th	6th
7th	7th	7th	7th	7th	7th	7th
Novara	Novara	8th	8th	8th	8th	8th
9th	9th	9th	9th	9th	9th	9th

BY YEAR 7

At the time of sale to one of Ireland's largest broadband companies for a seven figure sum, Novara Technology had -

- Grown to Ireland's second largest hosting company
- Had twenty staff, was highly profitable with zero debt
- Had one of the best staff to sales ratios in the industry
- Had excellent staff retention rates
- Had in excess of 10,000 clients (including national and international organisations)

> Novara has continuously been recognised as a market leader for developing innovative applications and top customer service to maintain its position among the top hosting companies in Ireland.

WEB HOSTING REVIEW

SO HOW WAS IT TURNED AROUND?

Why some companies make the leap... and others don't

GOOD TO GREAT

JIM COLLINS

CO-AUTHOR OF *BUILT TO LAST*
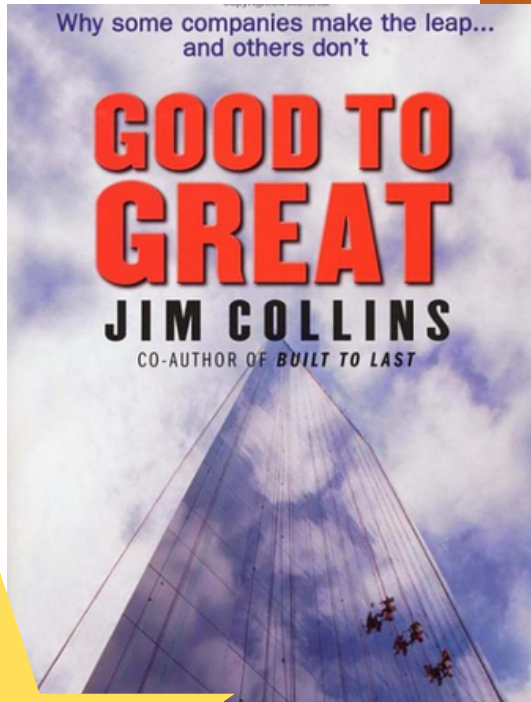
Copyright Jim Collins

Recommended Reading

Good to great transformations never happen in one fell swoop. There is no single defining action, no grand programme, no one killer innovation, no solitary lucky break, no miracle moment.

Rather the process resembles relentlessly pushing a giant heavy flywheel in one direction, turn upon turn, building momentum until a point of breakthrough and beyond.

While doing my masters I examined the key tools, training and initiatives that helped me turn the business from a struggling micro business to a 20 person, highly profitable business and distilled it into a Matrix that other companies can benefit from.

Ulster University

FIVE STAGES OF BUSINESS GROWTH
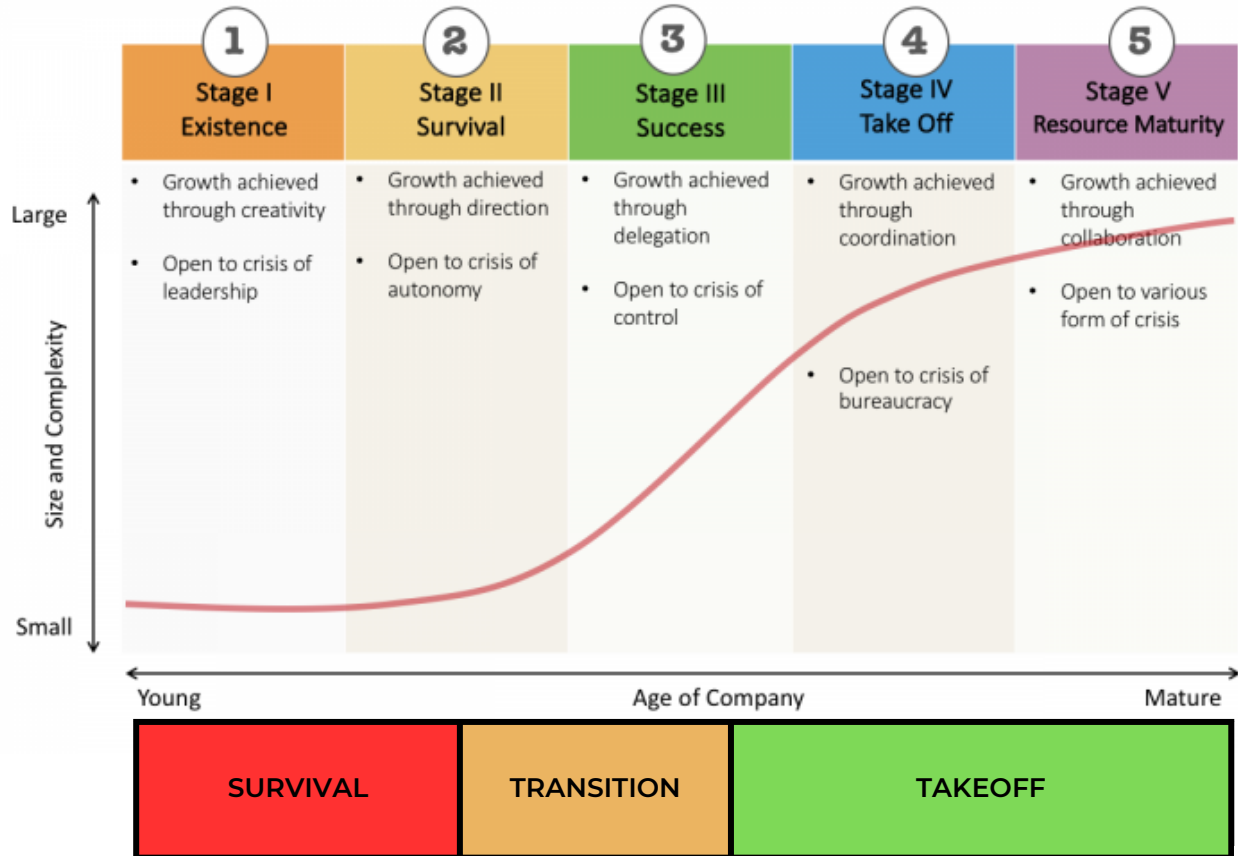
Source - Firm Lifecycle Stage - Churchill & Lewis

CHANGE MANAGEMENT METHODS - HOW ARE YOU GOING ABOUT CREATING THE CULTURE TO ACHIEVE YOUR GOALS

Creating a climate for change

Engaging and enabling the whole organisation

Implementing and sustaining change

1	2	3	4	5	6	7	8
Increase urgency	Build the guiding team	Get the right vision	Communicate for buy-in	Empower action	Create short-term wins	Don't let up	Make it stick

SURVIVAL	TRANSITION	TAKEOFF
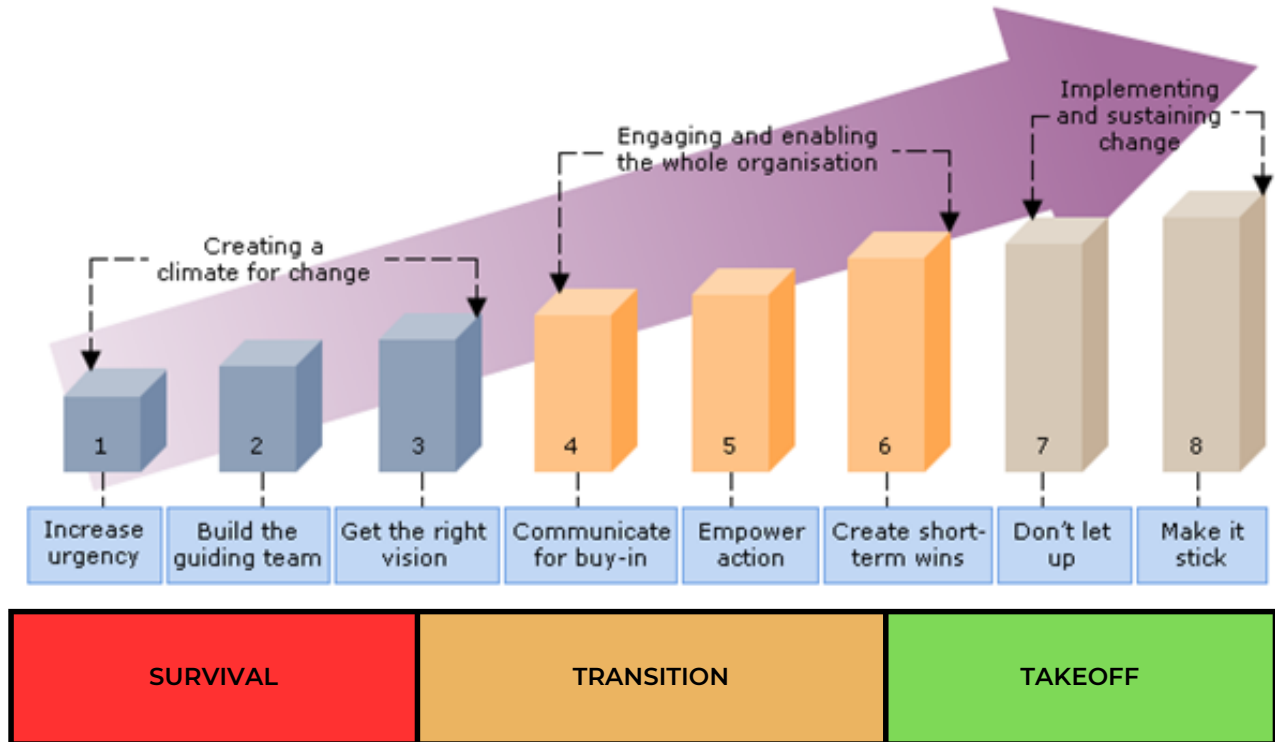
Source: www.staffnet.manchester.ac.uk - Why use Kotter's 8 Step Change Process in leading change

DIGITAL @ Dún Laoghaire

THE TEAM YOU STARTED WITH ARE RARELY GOING TO BE THE SAME PEOPLE THAT CAN HELP YOU SCALE THE BUSINESS.

> **First get the right people on the bus, the worng people off the bus and the right people in the right seats and then they figured out where to drive it.**
> Jim Collins, Good to Great

FOUR COMPONENTS TO NOVARA GROWTH MATRIX

DIGITAL EMPOWERMENT - AUTOMATION & CONTRACTING OUT	**ABILITY TO ADAPT/INNOVATE**
CULTURE & TEAM	**LEADERSHIP & STRATEGY**

1. DIGITAL EMPOWERMENT - AUTOMATION & CONTRACTING OUT

Each person had to be individually taught their job roles. Overdependence on key personnel.	• Started the process of documenting tacit knowledge. • Removal/automation of routine tasks.
Were taking on too much bespoke work	• Categorisation of Customers A,B,C,D - Identification of Sweetspot Customers
Didn't know if our main offerings were profitable	• Detailed FAQ sections were developed for the company's main services. • Live Person introduced for C & D customers

SURVIVAL	TRANSITION

DIGITAL Dún Laoghaire
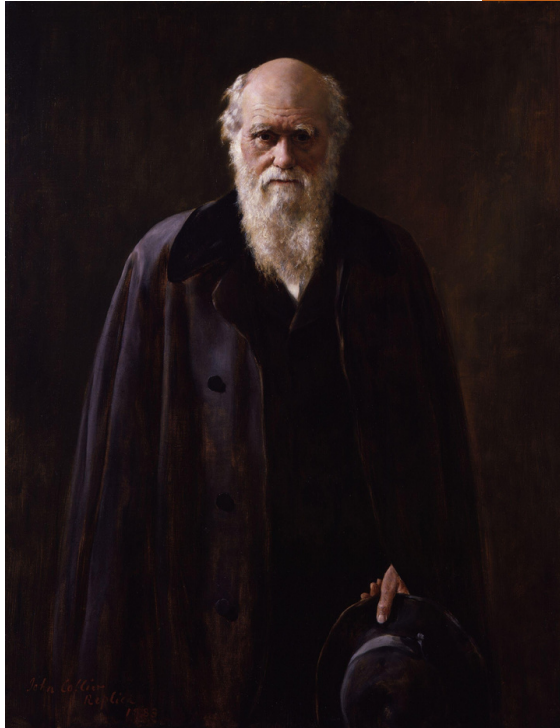
> "
>
> It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change.
>
> Charles Darwin

2. ABILITY TO ADAPT/INNOVATE

	SURVIVAL	TRANSITION	TAKEOFF
ACQUISITION	Trial and error. Customers' complaints.	Interesting Facts - industry trends, customer feedback, information about competitors, upcoming technical upgrades, new processes or procedures.	Annual customer satisfaction survey. New chair appointed to bring outside perspective.
ASSIMILATION	Learning by doing. Started FAQ/Knowledge Base	Company Knowledgebase (Using a Wiki) launched. Interesting Facts sheet shared across the company Staying Informed Company Bulletin Board	Monthly Information Sharing Forum Biannual Strategic Review Day (SRD). Started examining more radical Business Process Innovation projects (under the non-threatening banner of "Future Proofing Our Company").
EXPLOITATION	No formal method of capturing external knowledge. Ad hoc decision making with insufficient customer and market research. This impacted the NCM and Aravon projects.	Project Management tracking system implemented. .ieXpress launched Oracle launched due to Our Fault/Their Fault confusion.	SRD proposals implemented Asterisk (an open source PABX phone system) and its integration with staff control panel (so that staff could see the identity of the incoming caller due to the linkage to the NCM). A separate new team was formed within the company to pursue radical innovation to secure the company's long term future and this project was called Omniserve.

SURVIVAL	TRANSITION	TAKEOFF

@ DIGITAL Dún Laoghaire

3. CHANGING CULTURE

Crises	Transition	Growth
Crises driven with strategy evolving in response to eventsExcessive focus on internal issues rather than the marketplace.	Opened an honest and convincing dialogue. Renovation of the offices was tied in with the introduction of the Staff Control Panel and changes in the team. Monthly management accounts.	Vision for change: Morning meetings held with clear structure. When people see for themselves what you're trying to achieve, then the company directives they're given tend to make more sense.
Subscribed to a commercial service which showed the market position of all the main participants in Novara's industry.	Over a period of six months a number of personnel changes took place by mutual agreement in all cases. Staff Survey by professional external consultants Implemented key requests highlighted in the survey (health insurance, bonus holiday for birthday, share option scheme).	Strategic Review Day three key strategic objectives were agreed under the title "Pursuing our Strategic Objectives" (namely profitability, quality and "future proofing") and all the projects that each team in the company had in progress were assigned to which strategic objective they advanced.
	Create Short-term Wins: Won IE Domain Registry Award for .ieXPRESS.	Anchor the Changes in Corporate Culture: Company Knowledge Base, Interesting Facts, Information Sharing Forum, Strategic Review Day morning meetings "Getting Things Done" reports.
SURVIVAL	TRANSITION	TAKEOFF

4. PROFESSIONALISING OUR PEOPLE & TEAMS

Motivation	**Passion, guilt**	High degree of buy in made clear at interview, stage composed of 3 elements (hand written element, questionnaire completion and verbal questioning).	Performance related pay and share option scheme introduced and KPI's forming basis for bonus awards. A book allowance was introduced, day off for birthday.
Balance of skills	**Small team, Recruited under pressure, recruitment was rushed, filling gaps**	A major imbalance developed in the early part of this phase with technical staff accounting for 70% of employees.	A reasonable balance between staff levels in the customer care, technical services/development and sales teams.Recruited of a non-executive chairman with experience in change management at Diageo.
Comms	**Focused predominantly on fire fighting issues.**	Instituted weekly Team Leader. An agreed understanding of the firm's objectives using "Company Phrases" supported by increasing "routinisation" of work.	Structured flow from Morning Meeting > Team Leader meetings > monthly Information Sharing Forum. Weather eyes project (whereby real time information on KPIs was displayed in the main floors of the office on projectors).
Teamwork	**Interesting Facts procedure**	Information Sharing Forum. Thomas International DISC profiles. A company hand book was developed incorporating the company's Policies & Procedures. Started tracking Sick Days	"Getting everyone singing off the same hymn sheet", standardised staff procedures for calendaring, tasks to do, Sharepoint (management of internal and external contracts). The key objective was to provide a unified company-wide view of all projects and activities. Awards were introduced at Information Sharing Forum for timekeeping, interesting facts, personal development and most tutorials submitted/edited in the company knowledge base.
SURVIVAL		**TRANSITION**	**TAKEOFF**

Photo credit: MARK RICHARDS/ZUMA PRESS

"The dilemma is that you can't suddenly start experimenting when you realise you are in trouble unless you have been experimenting all along."

Only the paranoid survive

ANDY GROVE

Former CEO of Intel

MARTEC'S LAW

technology changes exponentially

technology management is deciding which changes are adopted

?

?

organizations change logarithmically

by Scott Brinker @chiefmartec http://chiefmartec.com
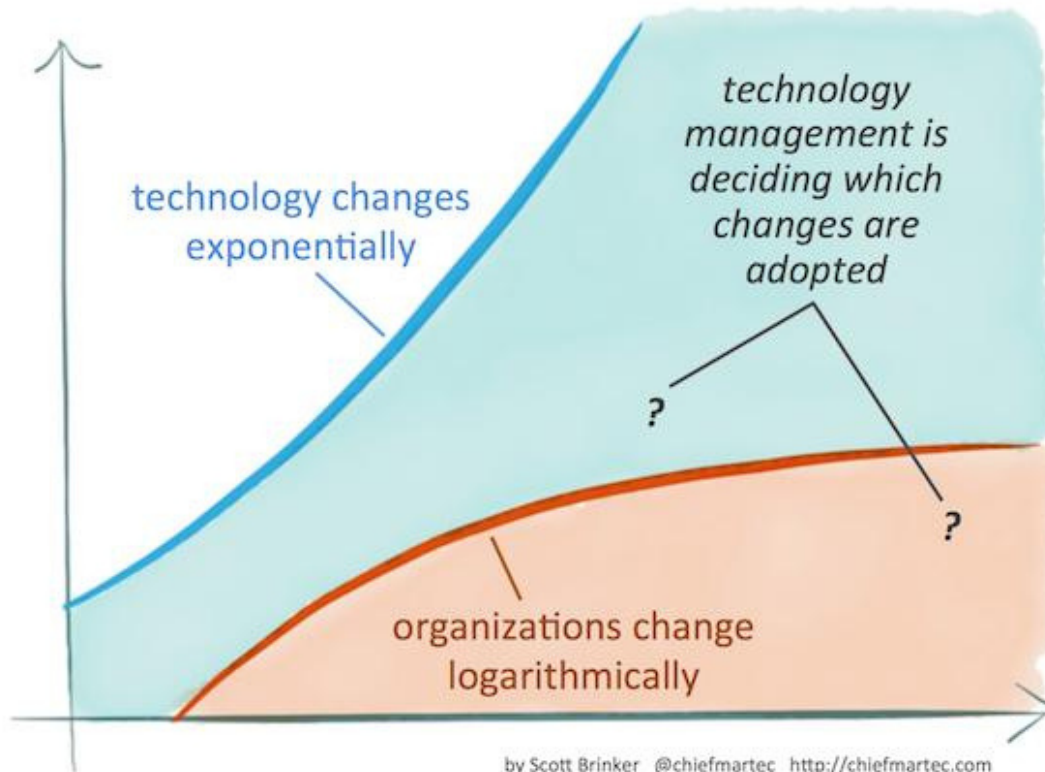
Credit: Scott Brinker @chiefmartec

WHAT I LEARNT THE HARD WAY THROUGH NOVARA TECHNOLOGY

- Sunk costs Make losing project hard to walk away from
- time and resources sunk into an a project ARE not a reliable guide to its future value or viability
- "The reason you slip into motion rather than taking action is that you want to delay failure" - jamesclear.com/repetitions

AT NOVARA TECHNOLOGY WE CONSTANTLY MONITORED

OUR BASIS OF DIFFERENTIATION	WHAT THE VOICE OF OUR CUSTOMERS WAS TELLING US	WHAT DIRECTION OUR INDUSTRY WAS GOING IN	OUR INNOVATION FUNNEL

ZAHRA AND GEORGE ABSORPTIVE CAPACITY FRAMEWORK

ACQUISITION

ASSIMILATION

EXPLOITATION

ABSORPTIVE CAPACITY

- **KNOWLEDGE SOURCE**
- **PRIOR KNOWLEDGE**

Recognize the value

Assimilate

Apply

INNOVATIVE PERFORMANCE
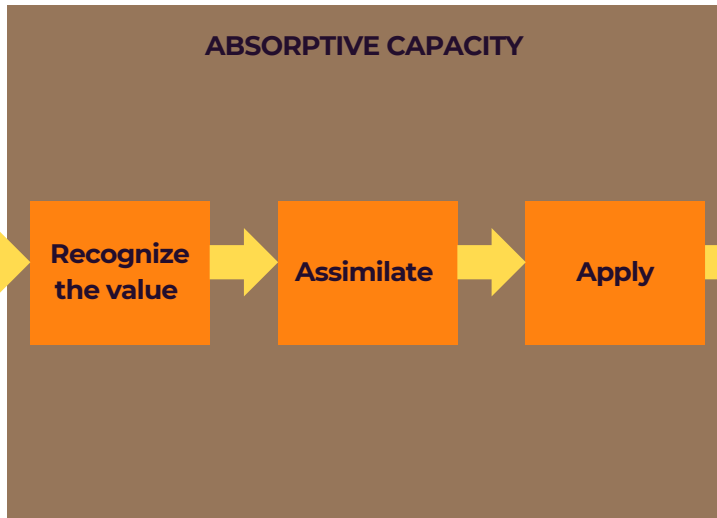
TOOLS FOR ACQUISITION

- **INTERESTING FACTS**
- **CUSTOMER SURVEYS**
- **LEAGUE TABLES FOR THE HOSTING INDUSTRY**

TOOLS FOR ASSIMILATION

- **INFORMATION SHARING FORUMS EACH MONTH**

TOOLS FOR EXPLOITATION

- **BIANNUAL STRATEGIC REVIEW DAYS**

STAFF KNOWLEDGE BASE

STAFF KNOWLEDGE BASE

EXERCISE

Briefly benchmark where your firm is currently at under the headings

- ACQUISITION
- ASSIMILATION
- EXPLOITATION

MAKING YOUR INNOVATION PROJECT HAPPEN

See Book PART 1 Section 6 and Section 7 for the two methodologies that were key to the success of The Startup Gathering, Startup Ireland's national innovation project

Photo credit: Canva License

NOTES TO SECTION 28

SECTION 28 - RYANAIR AND MCDONALDS WERE SLOW TO EMBRACE THE BENEFITS OF DIGITALISING THEIR CUSTOMER FACING PROCESSES.

PART 4 - SECTION 29

SCALING THROUGH THE DIGITAL GROWTH MINDSET

- THE 4 PILLARS OF THE DIGITAL GROWTH MINDSET -
- YOUR CUSTOMER VALUE HIERARCHY - WHY DO PEOPLE BUY FROM YOUR BUSINESS AND WHAT ARE THE CLINCHERS IN THEM DOING THIS.
- PRODUCTIVITY - HOW TO INCREASE THE PRODUCTIVITY OF YOUR BUSINESS IN DELIVERING YOUR CUSTOMER VALUE.
- VISIBILITY OF YOUR GOALS - ENERGY FLOWS WHERE ATTENTION GOES - THE DESIGN OF DASHBOARDS FOR YOUR KPIS.
- AGILITY - MONITORING THE DYNAMIC TENSION BETWEEN THE GROWTH FACTORS FOR YOUR BUSINESS.

WHAT WE WILL COVER IN THIS SECTION

1. Introduction to the principles of the Digital Growth Mindset
2. A step by step guide to applying these principles to your business
3. Change in your business starts with you, an introduction to some rules of thumb

BUILDING WEALTH

THE NEW RULES
for Individuals, Companies, and Nations
in a Knowledge-Based Economy

LESTER C. THUROW

Bestsellers *Head to Head* and *The Zero-Sum Society*
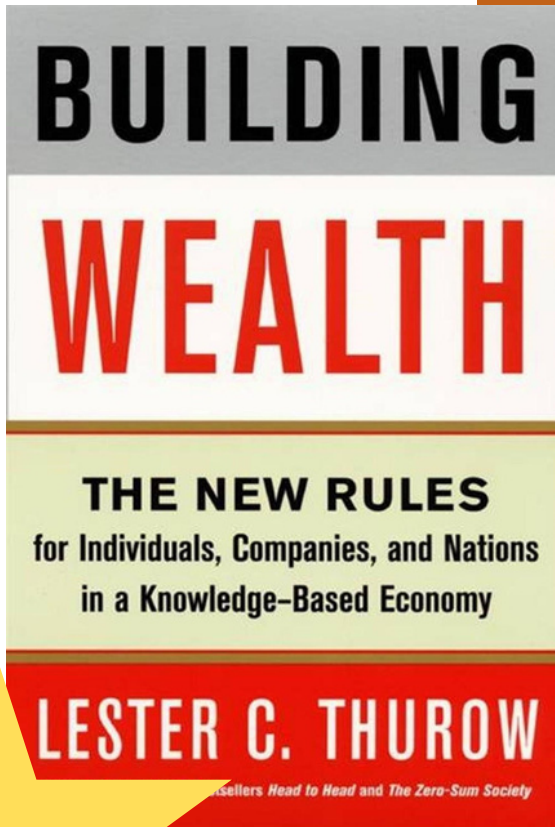
Copyright: Lester C. Thurow

Recommended Reading

> "
>
> In the 21st century real wealth is the ability to produce more with less. Less steps, less time, less human input.

LESTER C. THUROW

DIGITAL @ Dún Laoghaire
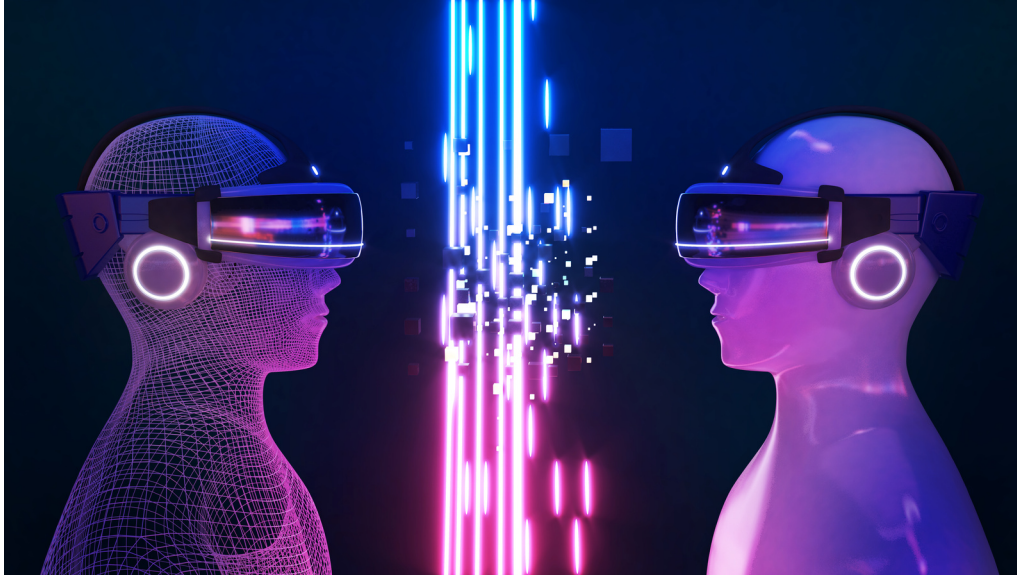
CULTURE CHANGE #1

Think of digital assets as your invisible staff members

Photo credit: Canva License

However for many small businesses is this your invisible staff member?

PART 4 - SECTION 29

Photo credit: Connected Hubs

WHAT IS THE
DIGITAL GROWTH MINDSET?

How to operate your business in a way that your most valuable resource, you and your core team, are in a position to focus strategically on working on your business growth rather than in your business.

THE JOB FOR YOU AS THE OWNER MANAGER AND YOUR CORE TEAM

Concentrating the limited resources of your business on maximising value in your areas of greatest differentiation.

DIGITISE MARKETING TO MAXIMISE SALES

Value is added through design led innovation on core "clinchers"

DIGITISE OPERATIONS TO MINIMISE COSTS

DIGITAL
Dún
Laoghaire

SO WHAT ARE YOUR CORE CLINCHERS?

3 questions you need to answer

1. In 5 words write down why do people buy from your business and how do your day to day decisions about your business strengthen those factors?
2. What is the best way to do what your business does - Do you have the right resources doing the work along your value chain?
3. How are you managing the alignment of 1 and 2 above on a daily basis? What Key Performance Indicators are you monitoring?

@ DIGITAL Dún Laoghaire

THE ESSENCE OF THE DIGITAL GROWTH MINDSET REVOLVES AROUND VALUE!

What determines VALUE to your customer?

PRODUCTIVITY
Who does what to deliver that value

Monitor the mix & quality of how value is being delivered
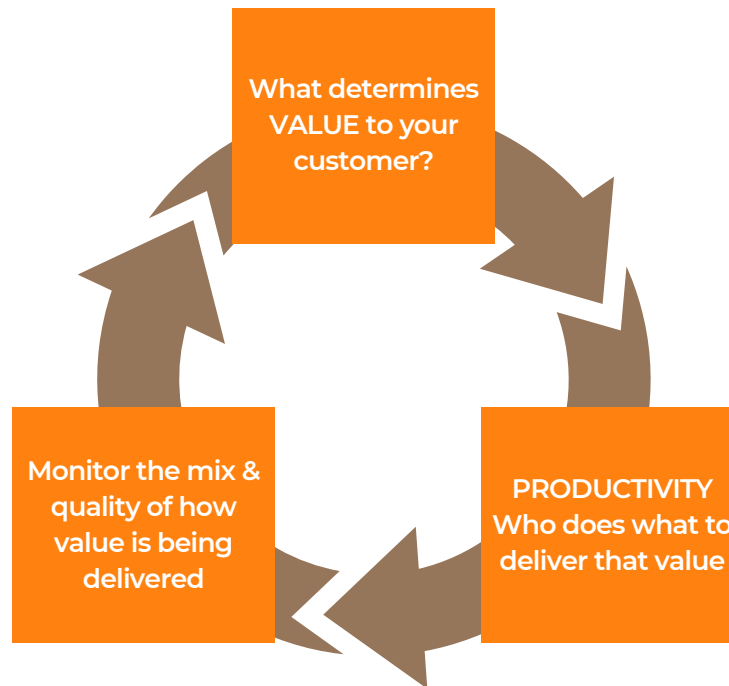
"The most influential management book of the past quarter century."
—*Financial Times*

Michael E. Porter

Competitive Advantage

Creating and Sustaining Superior Performance
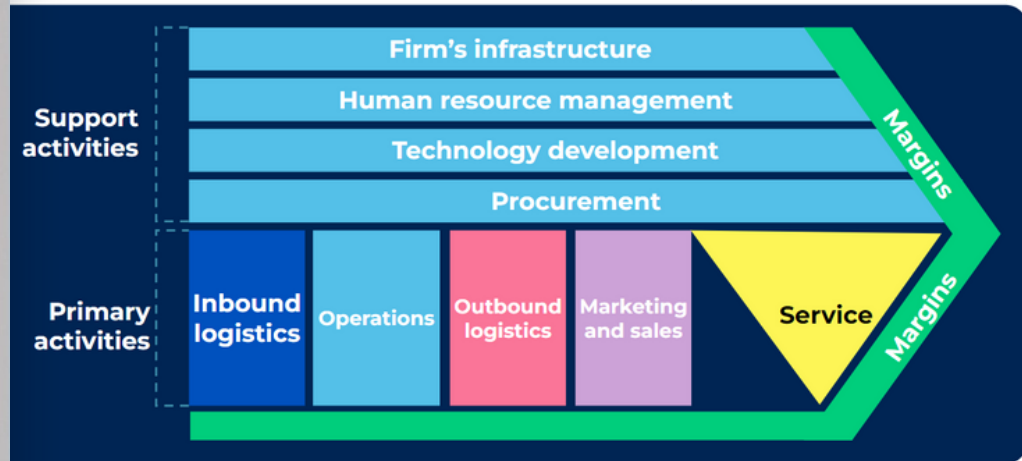
Copyright: Michael E. Porter

Support activities
- Firm's infrastructure
- Human resource management
- Technology development
- Procurement

Primary activities
- Inbound logistics
- Operations
- Outbound logistics
- Marketing and sales
- Service

Margins

THE 4 PILLARS OF THE DIGITAL GROWTH MINDSET

DIFFERENTIATION
What is my company's differentiator?

Value is defined by customers, how much of what each part of my business does differentiates us by adding value in my customer's eyes.

PRODUCTIVITY
Configure balance between physical and digital for best outcomes

Regularly evaluate if the operational activities of your business is optimally delivered physically, contracted out or automated altogether

VISIBILITY
of your goals for your workforces

How are you monitoring and managing daily your operations in delivering your mission critical goals for your business

AGILITY
Monitor the dynamic tension of growth factors

FROM/TO - The balance between where you are now and where you need to get to -
- Your basis of differentiation
- What the voice of your customers is telling you
- What direction your industry is going in
- How you manage your innovation funnel

DIGITAL
Dún Laoghaire

PILLAR 1
WHAT IS YOUR CUSTOMER VALUE HIERARCHY IN RESPECT OF YOUR COMPANY'S OFFERING

The Objective
Understanding the key factors in why your customers buy from you rather than your competitors.

The Method
Understanding how your business adds value from your customer's point of view.

Photo credit: Canva License

All successful strategies require tradeoffs

CLINCHERS, THRESHOLDS AND 'NICE TO HAVES'

See Book PART 3 Section 21 for this exercise on identifying your Customer Value Hierarchy

CUSTOMER CLINCHERS AT NOVARA TECHNOLOGY

1. Speed of operations and connectivity
2. Performance/Reliability
3. Price
4. Customer intimacy

Photo credit: Canva License

Sean O Coisdealbha, Udaras & a Microsoft volunteer at the Digital First Day 2022 event.

PILLAR 2
PRODUCTIVITY

Once you have validated the Customer Value Hierarchy of your customers how can you decide who does what to deliver this value in the most effective, productive way?

CULTURE CHANGE #2

Systemising your business means you don't have to do everything in house

> "
> **Give me a place to stand, a lever long enough and a fulcrum, and I shall move the world.**
>
> ARCHIMEDES

Recommended Reading
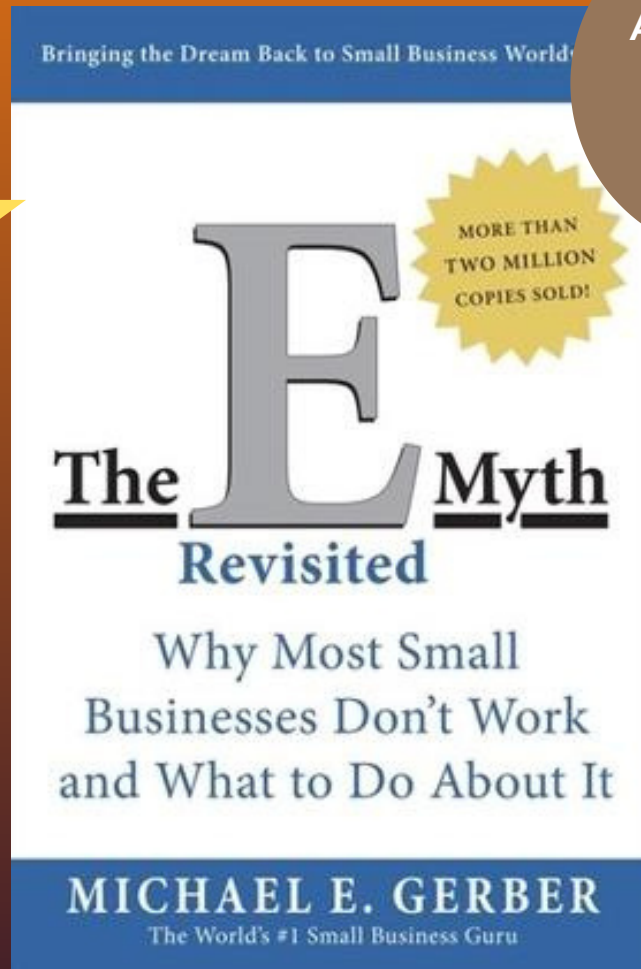
A toolkit for creating leverage

Bringing the Dream Back to Small Business World

MORE THAN TWO MILLION COPIES SOLD!

The **E** Myth
Revisited

Why Most Small Businesses Don't Work and What to Do About It

MICHAEL E. GERBER
The World's #1 Small Business Guru

Leverage, for a small business owner, is implementing people, processes and automation that effectively remove the owner from the day to day operations.

With leverage, the business is open for growth and can scale, without leverage it's destined to choke. The more growth there is, the harder it is to run.

Using leverage strategically (streamlining processes, automating, delegating, outsourcing etc.) takes more effort up front, think of it as training, learning curve, implementation time, but really kicks in as growth continues.

TRADITIONAL BUSINESS

1 EMPLOYEE

100 CUSTOMERS

INTERNET BANK

1 EMPLOYEE

1000 CUSTOMERS

GOOGLE - FACEBOOK

1 EMPLOYEE

100,000 CUSTOMERS

Recommended Reading

Copyright: Salim Ismail

HANDY'S SHAMROCK ORGANISATION

Charles Handy proposed the concept of a shamrock organization with:

CORE WORKERS

FREELANCE CONTRATORS

FLEX WORKERS
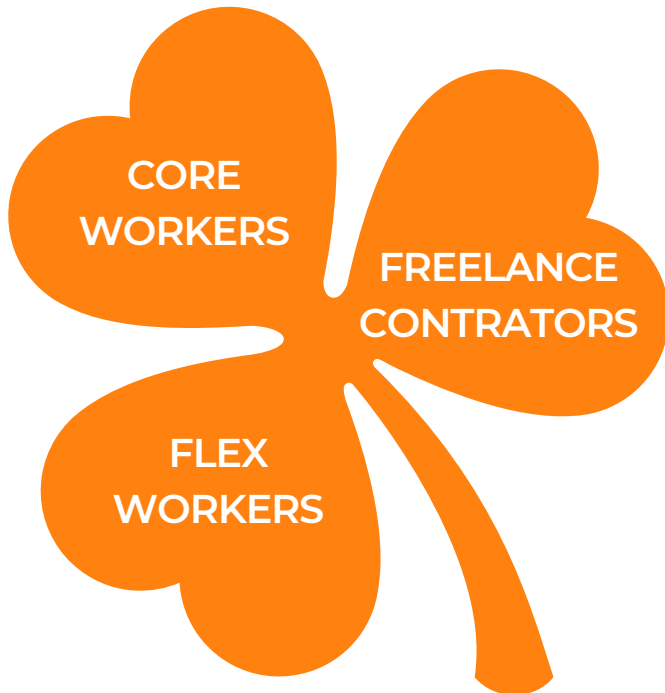
CORE STAFF

Full time staff – vital but becoming an increasingly smaller group

PERIPHERAL WORKERS

Part time, casual, temporary and portfolio workers

OUTSOURCED WORKERS

Workers not employed by the organization are paid to complete specialist tasks

PILLAR 2

Who does what to deliver your customer value hierarchy

1

2

3

4

You and your core team
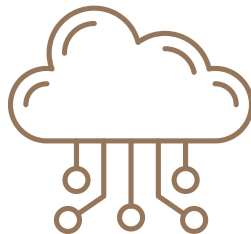
Your invisible workforce

Website, Bots, AI,
SaaS offerings

Your outsourced workforce

The dustbin

DIGITAL
@ Dún
Laoghaire

THE RESULTS - THRESHOLD V CLINCHERS

	ATTRIBUTES	IMPLICATION FOR ACTION	TO BE CARRIED OUT BY
Clinchers	• Convenient - Location in the centre of the town • Low cost • Flexibility of contract term • Immediate availability	• Invest time in relationship with landlords of office space • Minimise cost of services – no free coffee for example • Focus on B2B members as they stay longer – cease B2C • Employ consultant to do comms/marketing	1 4 1 2
Threshold	• Good broadband - Facilities - meeting rooms • Clean toilets and kitchen facilities • Bright, warm offices - good space to work in	• Provide self service booking system for members • Contract out to cleaning company + "Do your part" signs • Install automatic temperature and light controls	3 2 3
Nice To Haves	• Not for profit • Events for members • Free printing	• Automate from a standard feed • Must break even from outside revenue streams • Cease providing it	3 1 4

@ DIGITAL Dún Laoghaire

HOW TO DO THE 1'S

Delivered by you and your core team

PROCESS FOR THE 1S

Establish what the core Customer Clinchers your core team need to focus on.

At Novara Technology these were -

Price
Speed
Performance
Customer intimacy

METHODOLOGY FOR DELIVERING THOSE CLINCHERS

- **Innovation - Constantly looking for ways to improve in small and bigger ways through our information sharing forums etc.**
- **Dash boards - Visibility of performance of key functions enabling rapid reaction and correction.**
- **Control Panels - Simple high powered control panels will enable customers, managers and staff to carry out work with minimum handoffs or support requests.**

DIGITAL
@ Dún
Laoghaire

RULES OF THUMB FOR THE FOCUS OF THE CORE TEAM AT NOVARA TECHNOLOGY

- Are at the top of our customer's Value Hierarchy
- Can't be broken down into a series of steps and digitised.
- Is an area where people skills are fundamental.

Microsoft Volunteer at the Digital First Day Event

HOW TO DO THE 2'S

Can/should be automated or built into functionality available via the internet
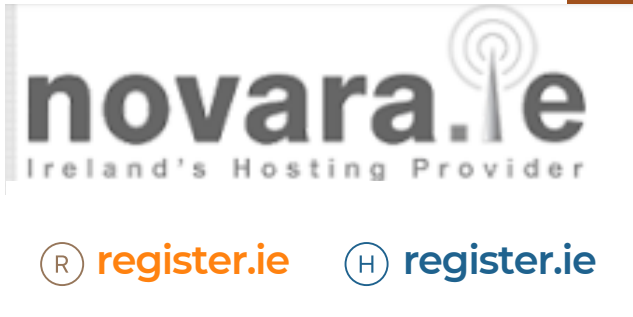
RULES OF THUMB FOR AUTOMATING AT NOVARA TECHNOLOGY

- **Can be broken down into a series of steps and digitised.**
- **Process is repetitive/predictable.**
- **Tool/application can be bought off the shelf and customised.**
- **Process lends itself to moving non-value add work to the customer via self service by customers - .ieXpress example.**

novara.ie
Ireland's Hosting Provider

Ⓡ **register.ie**   Ⓗ **register.ie**

FIRST STEP IN AUTOMATING - TURN THE PROCESS INTO A CHECKLIST

Recommended Reading

Copyright: Atul Gawande

"

Whether running to the store to buy ingredients for a cake, preparing an airplane for takeoff, or evaluating a sick person in the hospital, if you miss just one key thing, you might as well not have made the effort at all.

- Checklists protect us against failure.
- Checklists establish a higher standard of baseline performance.
- In the end, a checklist is only an aid. If it doesn't aid, it's not right.
- The checklist cannot be lengthy. A rule of thumb some use is to keep it to between five and nine items, which is the limit of working memory.

THE ORACLE SMART SUPPORT SYSTEM

NOVARA'S 'ORACLE' SMART SUPPORT SYSTEM
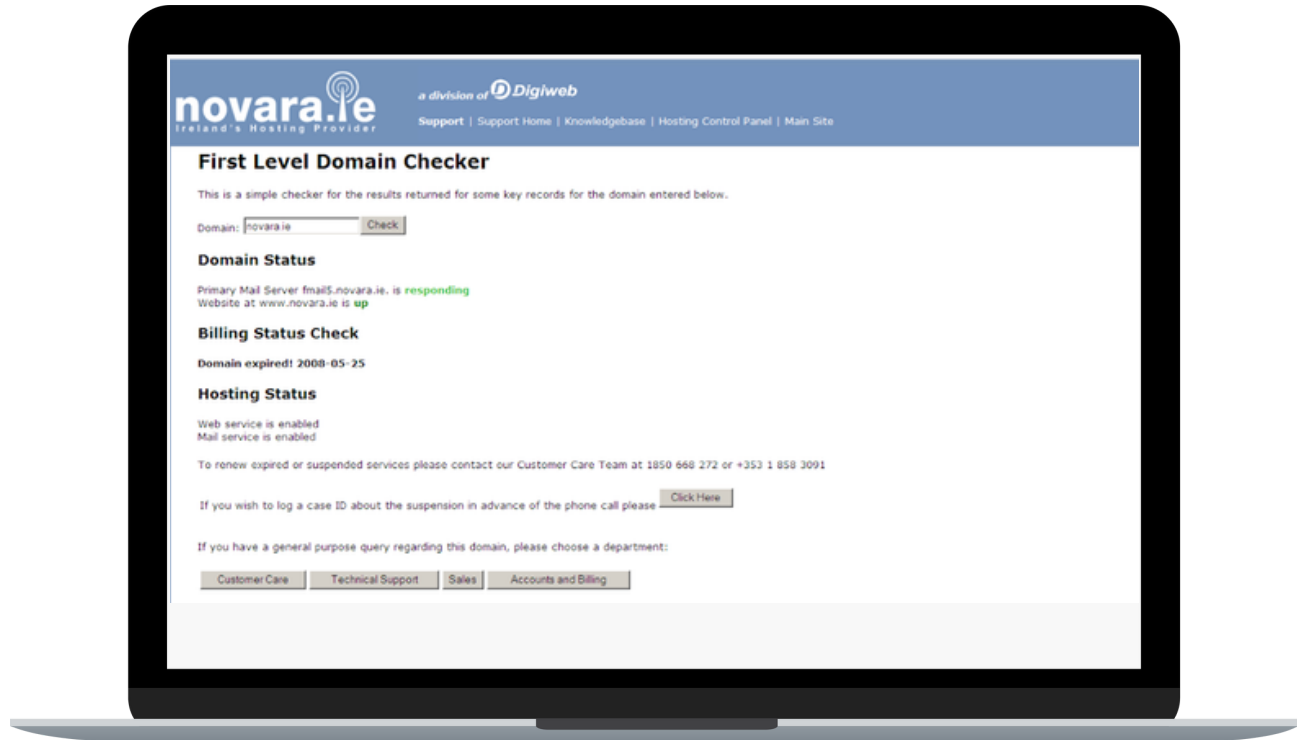
THE ORACLE SMART SUPPORT SYSTEM

Open a Case ID For Our Immediate Attention

What does your query relate to? [Reselect]
Technical Support

How is your request best described? [Reselect]
I need something fixed

Which service is affected? [Reselect]
E-mail

What problem are you having with e-mail? [Reselect]
I've just installed antivirus software / firewall and my email has stopped working

Warning: Checking the DNS records reveals the current entries:

No NS Records defined. Is this domain active?
No MX Records defined. Mail delivery could be affected.

Please fill out the form below. Fields with an * are required.
If your query does not relate to the area of your request, your Case ID may not be responded to within 24 hours

* First name: [   ]
* Surname: [   ]
* E-Mail: [   ]
  Domain: [asdfie   ]
If you have an existing Case ID (ticket number) enter it here
  Ticket number: [   ]
* Question: [   ]

[Send Query]

WORKED EXAMPLE - THE PROBLEM:
Too Many Enquiries to the Facebook DunLaoghaireTown.ie page

Is the circus on today?

How many shops are open until 8pm?

Did anyone see my dog?

I was in your town 30 years ago and visited a lovely pub, is it still there?

THE SOLUTION:

Set up a bot on Facebook Messenger
We focused on the main areas - Enquiries - Events - Deals

OTHER BOT OPTIONS

QUALIFIED **TIDIO** **MOBILEMONKEY**

AUTOMATED VIA YOUR WEBSITE
EXERCISE

How many of your business process are currently delivered by your website or BOTs?

- Information - Opening hours, products.
- Bookings.
- Taking sales online
- Filling Job Vacancies
- Online Marketing
- PR - News about your business/clients
- Content marketing/blogs
- Handling Customer Queries via chat bot
- Extranet for customer self service in workflow
- How many processes are documented in a company Wiki

DIGITAL
@ Dún
Laoghaire

TIPS ON IMPLEMENTING THE TRIAGE FOR PILLAR 2

1. Planning and preparation - spend time to save time.
2. Ongoing management of people carrying out the work - stay involved throughout the project.
3. User involvement - Lack of customer engagement can lead to total project failure.
4. Processes win - 60% of people in companies using well structured processes rated their morale as excellent or good as opposed to 20% in the least process orientated companies.
5. Get prototypes of your new processes as early as possible and refine those.
6. Actively managing culture change is essential.

HOW TO DO THE 3'S

Should be outsourced

RULES OF THUMB FOR DECIDING WHAT TO OUTSOURCE AT NOVARA TECHNOLOGY

- Is a skill or operational ability that we do not possess or wish to acquire internally.
- Is not a core product that we will sell i.e. does not build our competitive advantage through IP etc.
- Can be subjective and open to debate amongst the team (design for example).

OUTSOURCING TO FREELANCERS BASED IN IRELAND

How to use Upwork

HOW TO IDENTIFY AND ASSESS CONTRACTORS

BENEFITS OF USING THE PLATFORM

KNOWING WHO YOU ARE HIRING	KEEPING RECORDS	FIXED-PRICE PROTECTION	HOURLY PAYMENT PROTECTION	DISPUTE ASSISTANCE
Job Success scores, the Top Rated program, and detailed profile information make it easy to find freelancers with suitable work histories.	Upwork Messaging lets you have real-time conversations before and after you hire. Keep communication open and expectations clear to enable a safe and successful workplace.	Escrow lets you double-check finished work once milestones are met – before you release pre-funded payments to your freelancer.	Work Diary helps ensure that an hour paid is an hour worked – giving you an easy-to-access billable time system with work details and in-progress screenshots.	Disputes rarely happen. But in the event they do occur, Upwork helps with dispute resolution.

@ DIGITAL Dún Laoghaire

THE 4'S

YOU DON'T DO THE 4's!!

PART 4 - SECTION 29

PILLAR 3
VISIBILITY OF YOUR GOALS

Energy flows where attention goes

How do you and your team know if today was a good day?

Photo credit: Connected Hubs

IMPLEMENTING THE VISUALISATION OF KPIS

Once you have a good sense of the ideal composition of how you should operate the activities of your business, the next step is to identify how you will know if all the parts are working together effectively.

How to navigate your company in the most competitive of environments can come down to effective use of real-time graphical displays of your KPIs to help you know if you are successfully creating synergy within your business.
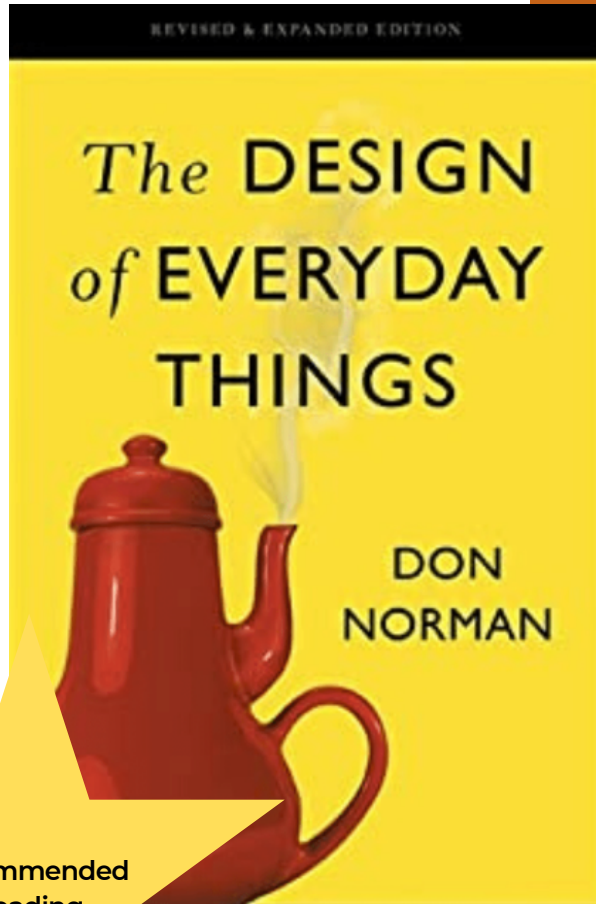
Copyright: Don Norman

Recommended Reading

DESIGNING VISUAL DISPLAYS FOR YOUR KPIS

When simple things need pictures, labels or instructions the design has failed.

A good conceptual model - consistency in the presentation of operations and results and a coherent consistent system image.

IMPORTANCE OF VISIBILITY

By simply looking the user should be able to understand the actions needed, mapping the relationship between controls and actions in a way that avoids the 'Gulf of Evaluation' (i.e. the amount of effort that a person must exert to interpret the physical state of the system and to determine how well the expectations and intentions have been met).

Source: The Design of Everyday things
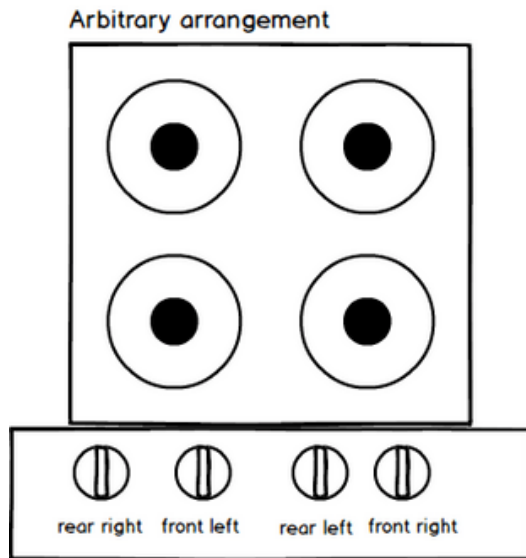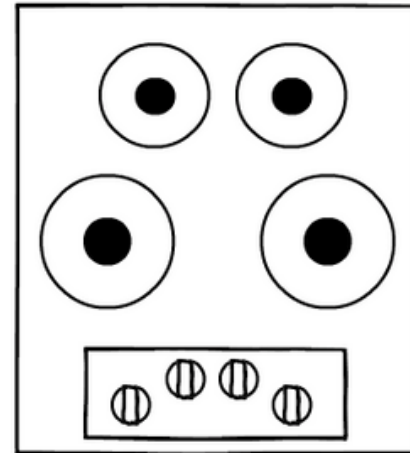
GOOD

Appropriate clues (called affordances) and feedback of one's actions- visible relationship between the buttons and the possible actions.

CONFUSING

DON'T OVERWHELM WITH DATA

USE THE POWER OF FEELINGS

novara.ie
Ireland's Hosting Provider

Ⓡ **register.ie**   Ⓗ **register.ie**

"

Over 70% of humans predominant method of processing information is via visual images

STEVE KRUG | DON'T MAKE ME THINK

RULES OF THUMB AT NOVARA FOR DASHBOARDS

- Execution is a systematic way of exposing reality and acting on it.
- What gets measured gets done, companies that execute well focus on a small number of priorities that everyone can grasp
- What the eye can't readily visualise the brain can't easily comprehend!
- What is to be sought in designs for the display of information is the clear portrayal of complexity.
- Personalise as much as possible.

@ DIGITAL Dún Laoghaire

NOVARA'S OPERATING FLOOR WEATHER EYE (DASHBOARD)

CORE TEAM WEATHER EYE (DASHBOARD)
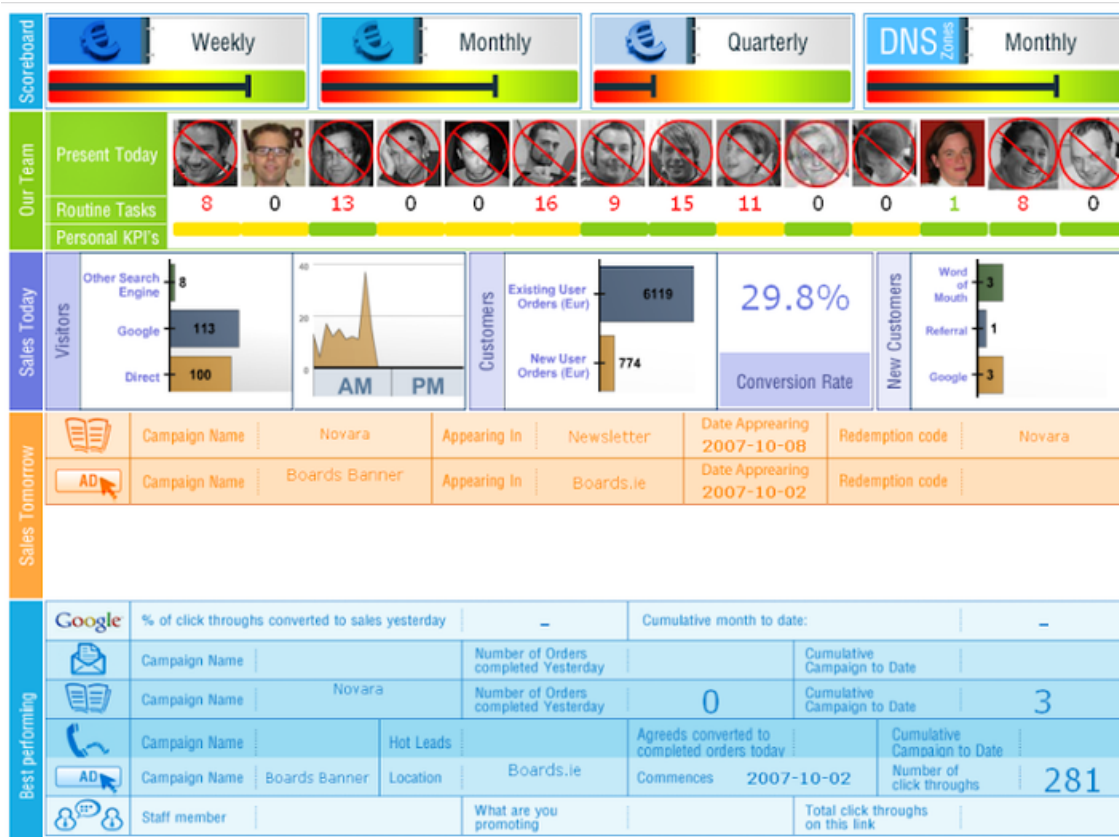
Strike through means the staff member isn't logged in

EXERCISE

What are the Key Performance Indicators you need to visibly monitor for your business?

PILLAR 4
AGILITY

**Monitor the dynamic tension
of growth factors**

Photo credit: Canva License

"FROM/TO - THE BALANCE BETWEEN WHERE YOU ARE NOW AND WHERE YOU NEED TO GET TO THROUGH

1. Your basis of differentiation
2. What the voice of your customers is telling you
3. What direction your industry is going in
4. How you manage your innovation funnel

They were changed themselves before they went about to change others.

WILLIAM PENN (1644-1718)

CHANGING YOUR BUSINESS STARTS WITH YOU AS LEADER

1. If you want better results, then forget about setting goals. Focus on your system instead.
2. The Four Laws of Behavior Change are a simple set of rules we can use to build better habits. They are (1) make it obvious, (2) make it attractive, (3) make it easy, and (4) make it satisfying.

Tiny Changes, Remarkable Results

Atomic Habits

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

James Clear

Recommended Reading

Copyright: James Clear

FOUR LAWS OF BEHAVIOUR CHANGE

1. Make it obvious- Make the unconscious conscious- Point-And-Calling - cut accidents by 30% on Japanese trains
2. Make it attractive - Have a reward system. Desire is the engine that drives behaviour, dopamine drives desire.

Ronan Byrne incentivised his fitness habit by cycling on a stationary bike that charged his TV to show Netflix

USE COMMITMENT DEVICES

A choice you make in the present that motivates/controls your actions in the future.

Conquistador Hernando Cortez was vastly outnumbered by a huge and powerful empire that had been around for 600 years.
Some of his men were unconvinced of success so Cortez gave the order to scuttle his own ships.
The path forward was clear for Cortez – All or nothing, 100% commitment.
The option of failure was gone – Conquer as heroes, or die.

FOUR LAWS OF BEHAVIOUR CHANGE

3. Make it easy - Habits form based on frequency of the action , not time.

The less energy a habit requires the more likely it is to occur - reduce and remove friction in your process.

These adaptations force you out of autopilot and draw on your limited working memory capacity. In the jargon of cognitive load theory, the intrinsic cognitive load of much of what you do has increased. You're spending more of your life having to think deliberately and consciously, more like a novice than expert, which is exhausting in itself.

FOUR LAWS OF BEHAVIOUR CHANGE

4. Make it satisfying - Delayed return circuits block new habit formation.

Create a loyalty system for yourself - For every 3 times I do XYZ I'll put €50 towards skiing holiday

Photo credit: Canva License

HABITS ARE THE COMPOUND INTEREST OF SELF-IMPROVEMENT

Set yourself achievable daily targets

1% BETTER EVERY DAY

1% worse every day for one year. $0.99^{365} = 00.03$

1% better every day for one year. $1.01^{365} = 37.78$

RESULTS

1% IMPROVEMENT

1% DECLINE

TIME
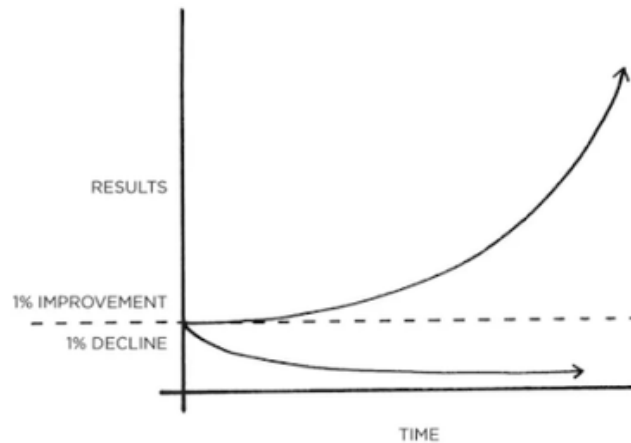
URGENT V IMPORTANT MATRIX

NOTES TO SECTION 29

Slide with images of powerloader - i encourage small businesses to think of digital as a powerful exoskeleton for their business however too many are not using this exoskelton to anywhere near its potential

PART 4 - SECTION 30

SCALING THROUGH ACQUISITION - A CHECKLIST

SOME REASONS COMPANIES GET SOLD

- Offered a Silly price
- Business model is running out of steam
- Owner wants to move on
- Business no longer core to a larger operation

WHAT I LEARNED FROM STOCK EXCHANGE AND TAKEOVER OF TORNADO HOSTING

- Who approached who is important to the negotiations
- Potential cost savings - in Euros
- Re-organisation and merger provisions - in Euros
- Consideration - What is the mix of cash and shares - how many shares in the new entity will be retained by the vendors over which period
- Is the payout consideration capped (i.e. if there is a performance element to the deferred consideration)
- What is the amount of the good will write off?
- What is the level of debt of the target
- Has the target been the subject of an accountants report

- If the target business turnover is based on renewal contracts have those clients been interviewed.
- Will there be surplus property leases, surrender fees for existing contracts that form part of the cost savings
- What will the advisor fees be - ususally 1-2 % of the deal value
- What is the core profitability of the target (contracts and retainers) which can be guaranteed a year out
- Core profits
- Margins on the core business vs ad hoc income
- What percentage will the target account for of the pro-forma group turnover?
- Will the bidder be reliant on incumbent management, are they tied in?
- What warranties are agreed.

THE KEY HEADINGS FOR THE FINANCIAL ASPECTS OF AN ACQUISITION

- Expense
- Assets
- Goodwill
- Provisions
- Deferred consideration
- Intercompany loans repaid
- Total price
- Consideration
- Shares Cash
- Total debt assumed

PART 4 - SECTION 31

DIGITAL MARKETING & SOCIAL MEDIA FOR SMALL BUSINESSES

- WHAT IS DIGITAL MARKETING
- KEY PRINCIPLES FOR MARKETING ONLINE - NEED STATE - HUMAN INTERACTION WITH ELECTRONIC DEVICES - FACTS V EMOTIONS IN DECISION MAKING

THE GOAL OF OUR WORK TOGETHER IS TO REACH YOUR MOST PROFITABLE CUSTOMERS AS QUICKLY AS POSSIBLE FOR THE SMALLEST COST

WHY DIGITAL MARKETING AND WHAT ARE THE STAGES?

> **Business has two basic functions- marketing & innovation. Marketing & Innovation produce results; all the rest produce costs.**

PETER DRUCKER

DIGITAL HAS CHANGED THE SALES CHANNEL
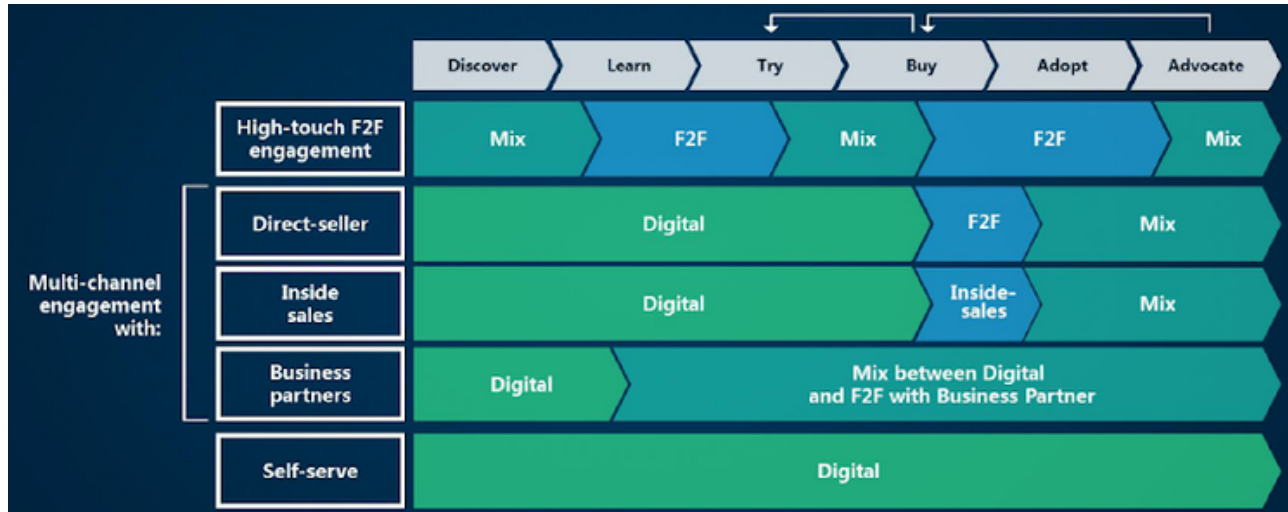
-46% of the market is engaging with channels other than F2F, digital is a critical enabler

Source: The End of Solution Sales; Forrester's Lori Wizdo on B2B Buyer Behavior

B2B BUYING PROCESS HAS CHANGED

Self-initiated and starts online. No geographic, platform, or organization boundaries.

67%

Of customer's journey is now done digitally

57%

Of purchase decision complete **before** a customer even calls a supplier

90%

Of customers initiate the first step in the buying cycle...not sales!

Source: Sirius Decisions, The Marketing Organization in 2017; Corporate Executive Board

@ DIGITAL Dún Laoghaire

BUYER'S JOURNEY

Attract	Convert	Close	Delight
Strangers → Visitors	Leads	Customers	Promoters
Blog Social Media Keywords Pages	Calls-to-Action Landing Pages Forms Contacts	Email Workflows Lead Scoring CRM Integrations	Social Media Smart Calls-to-Action Email Workflows

Source: HubSpot

EFFECTIVE MARKETING STRATEGIES

Strategy	Percentage
Customer referrals/Word of mouth	62%
Email to our own list	34%
Networking	25%
Social media	23%
Search engine marketing (SEO/SEM)	14%
Content marketing (blog, FAQ, webinars, etc.)	13%
Direct mail/flyers	12%
Events or event sponsorships	12%
Print ads	8%
Pay-per-click ads (PPC)	8%
TV/radio ads	2%
Other	7%
None of the above	6%
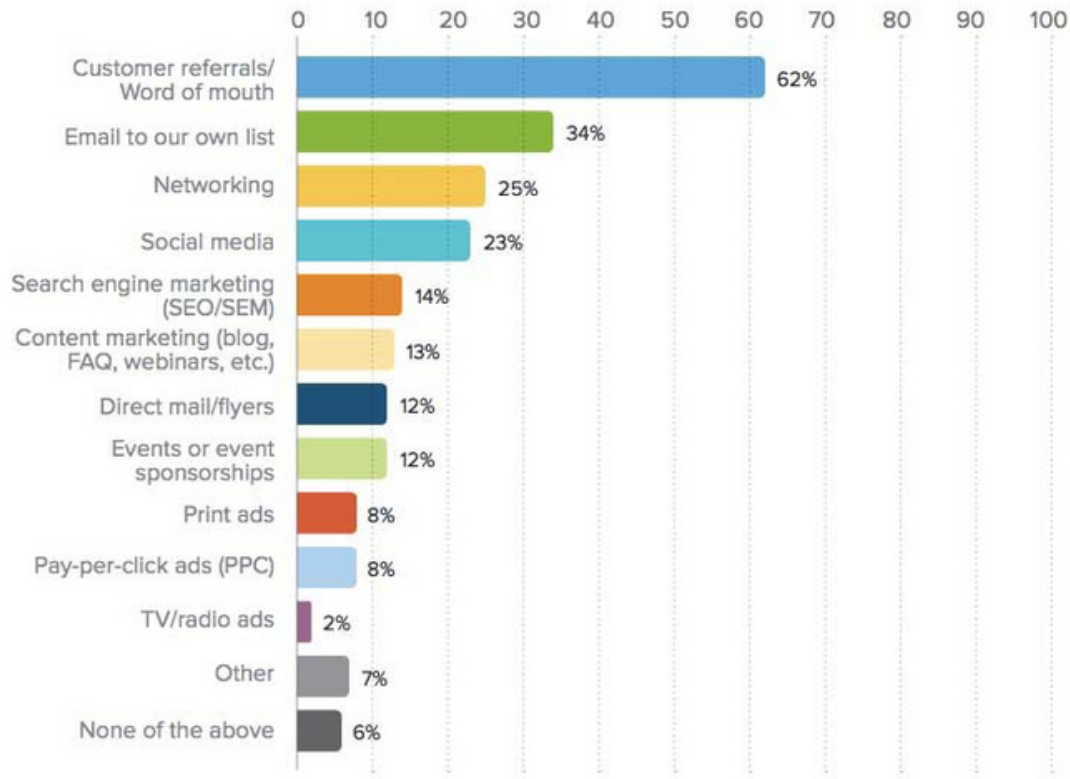
Source: 2015 Infusionsoft Small Business Market Research Sales & Marketing Report

QUALIFIED CUSTOMER CLICKS COME FROM

GOOGLE SEARCH	SOCIAL MEDIA	OFFLINE
• Google Organic Results • Google Ads	• Twitter • Facebook • Instagram • LinkedIn • Other	• Ads in print media • Flyers • Business cards

WHAT ARE THE TOOLS WE USE IN DIGITAL MARKETING

- Words
- Images & Colours
- Insights

Digital marketing is about using insights about your sweet spot customers to help choose the words, colours and images that will maximise your sales.

Photo credit: Canva License

KEY PRINCIPLES
YOU NEED TO GRASP

ENTERPRISE IRELAND

ALSO INSIDE:

POLE POSITION
IRISH FIRMS ARE USING EX-PAT EMPLOYEES TO SET UP IN POLAND.

SERIOUS SUPPORT TO EXPAND YOUR HORIZONS
FUNDING OF UP TO €650K TO INCREASE COMPETITIVENESS AND EXPORTS.

FIRE IN THE DRAGON'S DEN
PREPARING FOR SUCCESSFUL INVESTOR PITCHES.

SOUTHEAST ASIA'S OTHER OPPORTUNITY
THE ASEAN COUNTRIES OFFER RICH PICKINGS IN THE PACIFIC.

BRIDGING THE GULF
ENGINEERING OPPORTUNITIES IN THE GULF REGION.

THE MARKET

WINNING SALES OVERSEAS

VOL	ISSUE	DATE
04	#05	OCTOBER/NOVEMBER 08

5 0628 0089 05

CEO of Omniserve **Eoin Costello** shares research findings on increasing website conversion rates and user satisfaction.

Websites that read your customer's mind

KEY PRINCIPLES

How people decide to buy

1. Need state drives identification of options
2. How people interact with online interfaces to satisfy their need state
3. Facts are a poor second to Feelings

Is your offering B2C or B2B

Creating your Marketing Message Framework

1. NEED STATE DRIVES IDENTIFICATION OF OPTIONS

OUR NEED STATE DRIVES WHERE WE ALLOCATE ATTENTION

Need a laptop

Renew insurance

Need a holiday

Wedding anniversary soon

Terrible hangover

Hungry
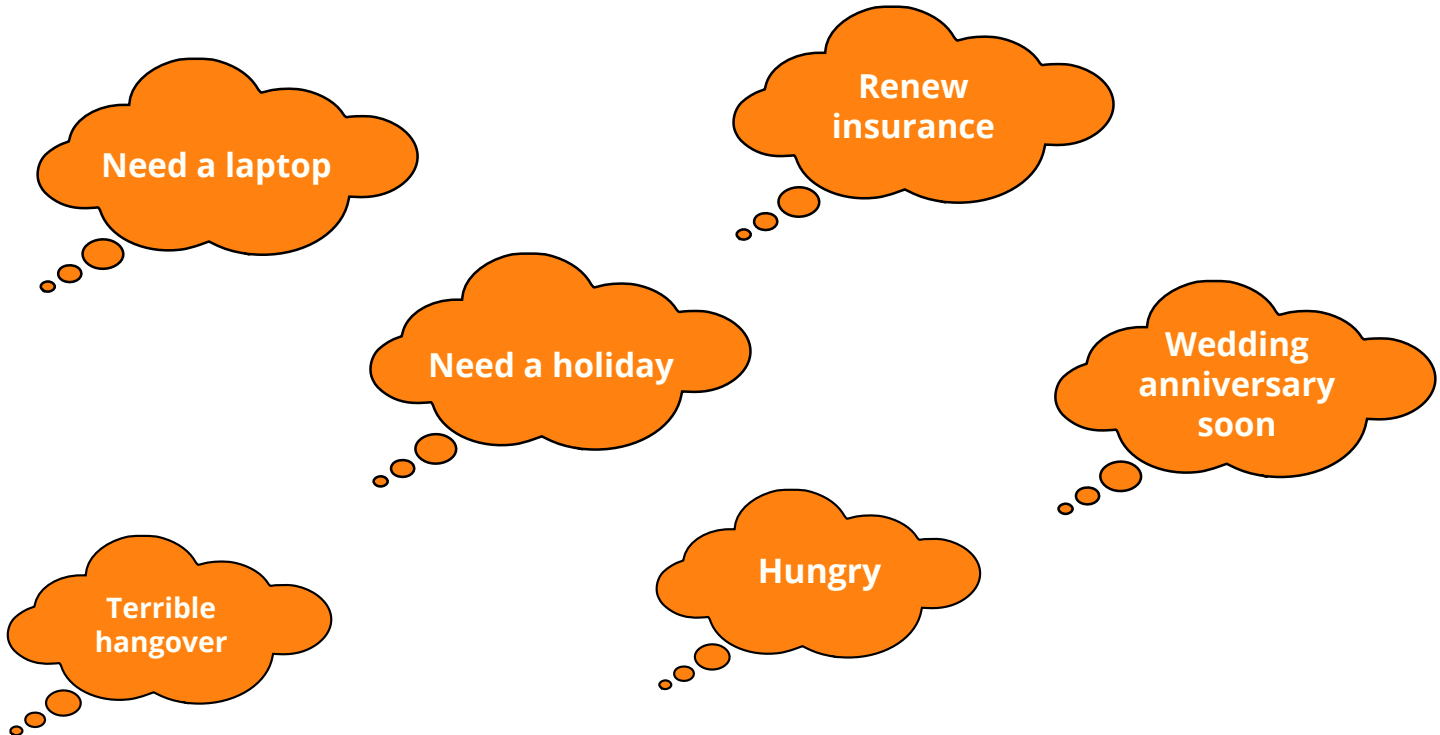
PART 4 - SECTION 31

As consumers we're being bombarded with information. Much of it doesn't make it past our attention wall.

Photo credit: Canva License

WHAT IS OUR ATTENTION 'WALL'

How the brain filters information to guide the focus of your attention:

- **Overt is where you are directly paying attention with your senses now**

- **Covert is the brain monitoring all incoming information, what can be ignored and what should be brought to Overt attention**

HOW THIS RELATES TO DIGITAL MARKETING

ORGANIC SOCIAL	OUTBOUND - PAID ADS ON GOOGLE AND SOCIAL MEDIA
You are looking for them	They are looking for you
PASSIVE - Have to grab attention of your specific sweet spot customer	More focused but can be expensive

THE FORMAL WORD FOR YOUR ATTENTION 'WALL' IS THE RETICULAR ACTIVATING SYSTEM

The RAS **filters and prioritizes** sensory information to let the mind be **focused and alert**.

When you are driving the RAS ensures you pay attention to the elements of the environment that need focus.

Photo credit: Canva License

WOULD YOU LIKE TO SEE YOUR RETICULAR ACTIVATING SYSTEM IN ACTION?

Try the 'Selective Attention Test' on Youtube

FROM SIMONS & CABRIS (1999)

Photo credit: Canva License

NEED STATE AND DIGITAL MARKETING

Current Need State

Directly drives activity on Google search

Is on standby mode in perusing social media content

Wedding anniversary soon

Renew insurance

Need a holiday
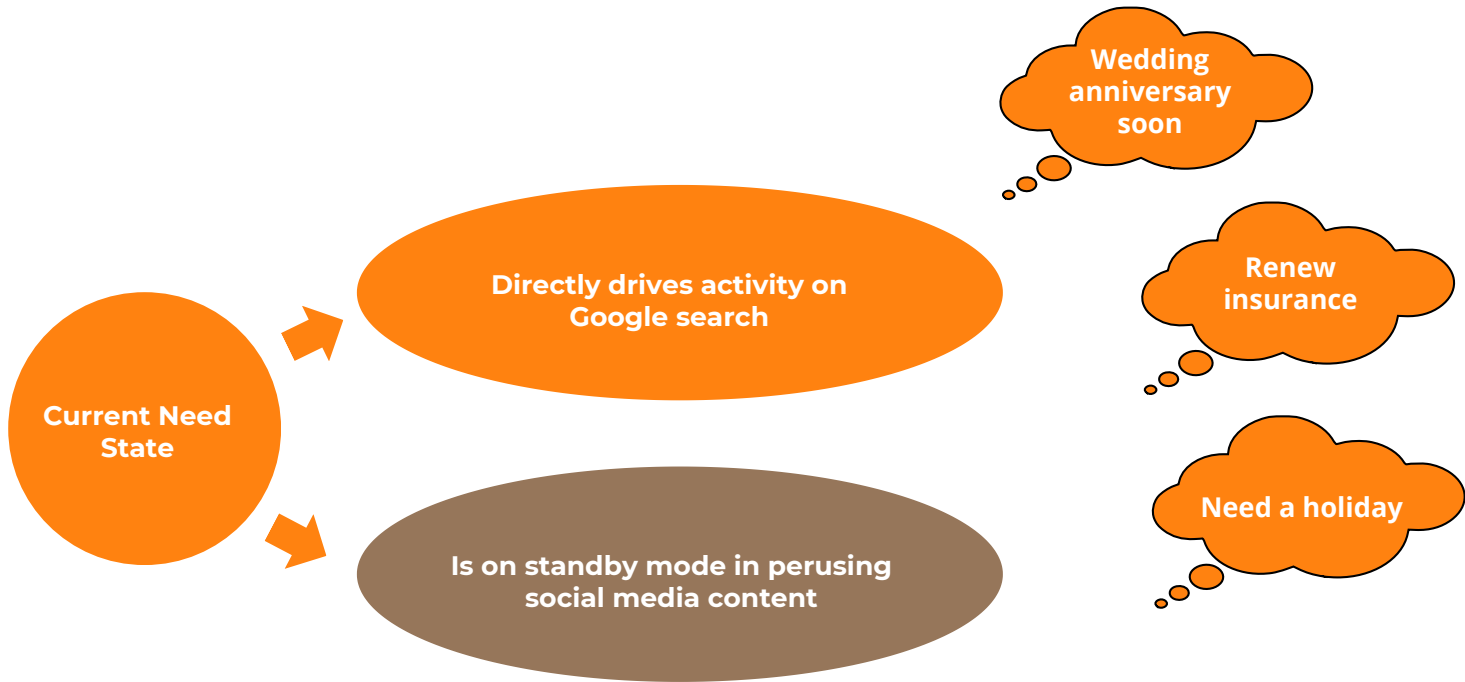
WHAT ARE THE DRIVERS OF NEED STATE?

- Is it situation (looking for the bathroom in Tokyo airport) or occasion specific (a birthday)

- Is it impending (wedding anniversary) or long term (buying a house)

- The day of the week might affect the need state as we have different modes as the week progresses:
  - Monday - Wednesday - work/task focused
  - Wednesday - Saturday - leisure/personal focused

> **People don't want a quarter inch drill, they want a quarter inch hole.**
>
> THEODORE LEVITT - 1962

SEGMENTING CUSTOMERS ON BASIS OF NEED STATE

Take for example the soft drinks the changing buying behaviour of a consumer:

- On a sunny hot afternoon he drinks a chilled Coke.
- After training he drinks an isotonic drink.
- For his daughter's birthday party he buys large bottles of Fanta and Sprite.
- For school lunches he buys large multi-packs of different flavoured fruit drinks.
- In work he drinks tea.

A soft drinks marketer may not be able to place this consumer as an individual, within a distinct segment. On the other hand, if she segmented the market in terms of need-states, it would better reflect his buying behaviour as he moves from one need-state to another.

FACTORS AFFECTING SATISFACTION OF NEED STATE

- Budget

- Immediacy

- Attributes of the product or service that you may or may not be aware of

- Personality and preferences of the person

2. HOW PEOPLE INTERACT WITH ONLINE INTERFACES TO SATISFY THEIR NEED STATE

THE TYRANNY OF CHOICE - WE DON'T PARTICULARLY LIKE MAKING CHOICES

Too many choices?

24 choices of jam
attracted 60% of the shoppers
3% of shoppers bought jam

6 choices of jam
attracted 40% of the shoppers
30% of shoppers bought jam

Source: Your Marketing Rules

WE CAN FIND ONLINE SALES SYSTEMS IMPERSONAL AND FRUSTRATING

Source: BBC - Age of Outrage - If high street shopping was like online shopping

> **For effective communication some response is needed within two seconds of a request. A wait longer than two seconds breaks concentration**

Robert B. Miller 1968 in Response time in man-computer conversational transactions

COGNITIVE DOWNSIZING DUE TO TECH

Bring to mind the last time you had to get competing quotes on 3 different websites for the renewal of your home insurance.

When things are not living up to our expectations, we become agitated, frustrated, and sometimes angry. The surprising part is that there is only a few seconds or micro-seconds between satisfaction and frustration.

A practical example, you are driving at 120 kmp on the motorway, it's started to rain heavily, turn to front to HI speed wiping and the rear to mist OFF

CAVEMAN BRAIN

The stress induced by inefficient online systems and electronic devices leads to cortisol entering our blood stream and can lead to irrational decisions/choices and keyboard mashing!

Photo credit: Canva License

Think of your customer's journey from the first click on your social post like hoping to sell your second hand car to a person waiting impatiently for you at the other end of this road, think of how your potential buyer will feel each time you hit a jarring pothole!

If the website colour scheme is off, the logo jarring, a Page Not Found error comes up, NOT SECURE displayed in the address bar, no phone number all act like potholes in reducing trust.

Photo credit: Canva License

Time invested by qualified visitor on the website (seconds

Recommended Reading

AH, FECK IT!
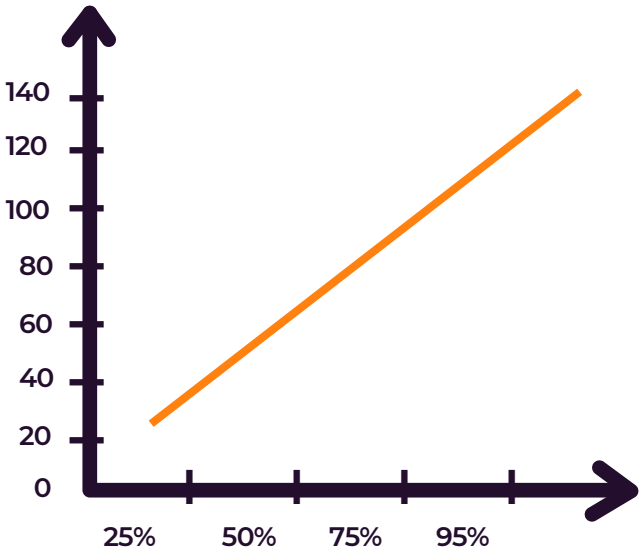
Likelihood of carrying out target action on your website to satisfy current need state.
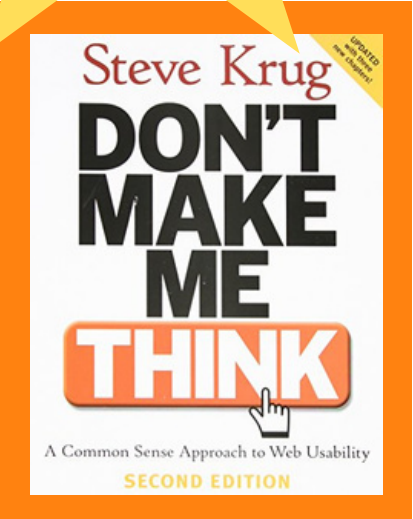
Graph axis labels: Y-axis: 0, 20, 40, 60, 80, 100, 120, 140 — X-axis: 25%, 50%, 75%, 95%

Steve Krug

UPDATED with three new chapters!

DON'T MAKE ME THINK

A Common Sense Approach to Web Usability

SECOND EDITION

"For effective communication some response is needed within two seconds of a request. A wait longer than two seconds breaks concentration

STEVE KRUG

DIGITAL @ Dún Laoghaire

Photo credit: Canva License

PERCEIVED TIME PRESSURE

We procrastinate for an eternity and make a decision at a whim

Consumers feel a sense of time pressure to make a decision to buy, whether or not they actually need the item in that moment.

Source: Toyota Advertisement

> **"**
> It takes less than 50 milliseconds to decide if you like a website
>
> JOURNAL OF BEHAVIOUR AND INFORMATION TECHNOLOGY

Photo credit: Canva License

THE BRAIN IS A PATTERN MATCHING SYSTEM

Inanimate environments such as the web means the brain uses pre-attentive Iconic Memory (i.e. scanning without paying attention, not reading individual words) to seek satisfaction of Need State.

When searching for a target, such as the login button on a web site our eyes are constantly roving in quick, jerky movements, rarely resting on any one part of the visual scene for more than about a third of a second before jumping to focus on something else.

Due to the way to Fovea in our eye works we only clearly see the small region in the center of whatever we are looking at.

A PRACTICAL DEMONSTRATION

How long does it take you to find the <u>Great Sun Holiday Destination</u> recommended on the next page blended in to a quote from James Joyce?

DIGITAL @ Dún Laoghaire

> From Ailesbury road, Clyde road, artisans' dwellings, north Dublin union, lord mayor in his gingerbread coach, old queen in a bathchair. My plate's empty. After you with our incorporated drinkingcup. Great Like sir Philip Crampton's fountain. Rub off the microbes with your handkerchief. Next chap rubs on a new batch with his. Father O'Flynn would make hares of them all. Holiday Have rows all the same. Sun All for number one. Children fighting for the scrapings of the pot. Want a souppot as big as the Phoenix park. Destination Harpooning flitches and hindquarters out of it. Hate people all round you. City Arms hotel table d'hôte she called it. Soufrière Saint Vincent Soup, joint and sweet. Never know whose thoughts you're chewing. Then who'd wash up all the plates and forks? Might be all feeding on tabloids that time. Teeth getting worse and worse.

JAMES JOYCE

3. FACTS ARE A POOR SECOND TO FEELINGS

WHICH OF THESE FACES IS HAPPIER?
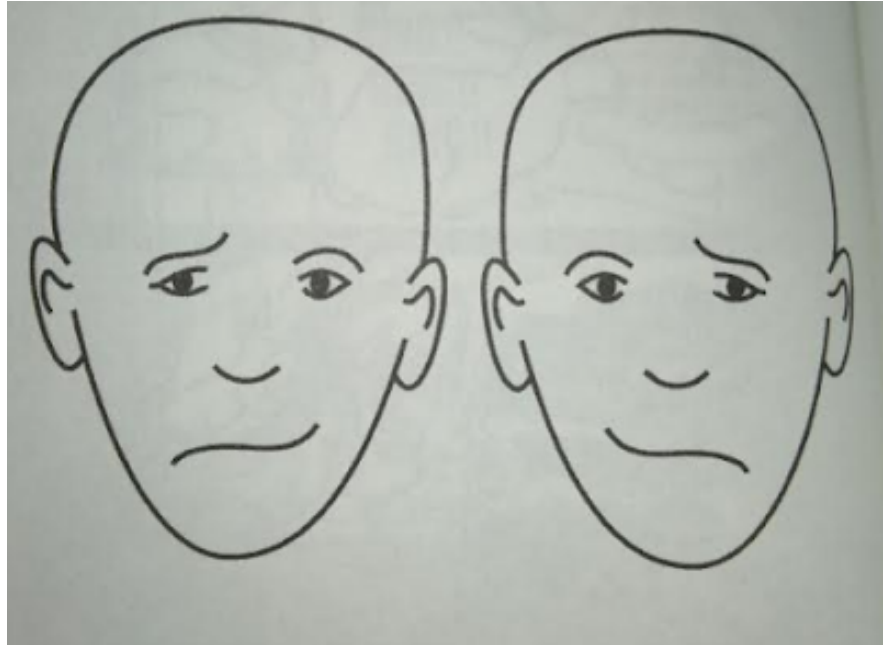
FACTS LEAD TO CONCLUSIONS
EMOTIONS LEAD TO ACTION

If something engages emotion, we spend more time on it. It's a part of our human psyche and the social media algorithms are built to exploit it

Glan suas é
Bin the Poo

TOXOCARA
Rud atá i salachar
madraí, Leanaí a
dhalladh

TOXOCARA
from dog dirt
can blind children

My daddy
works
here

Take care within
the roadworks

EMOTIONS IN DECISION MAKING
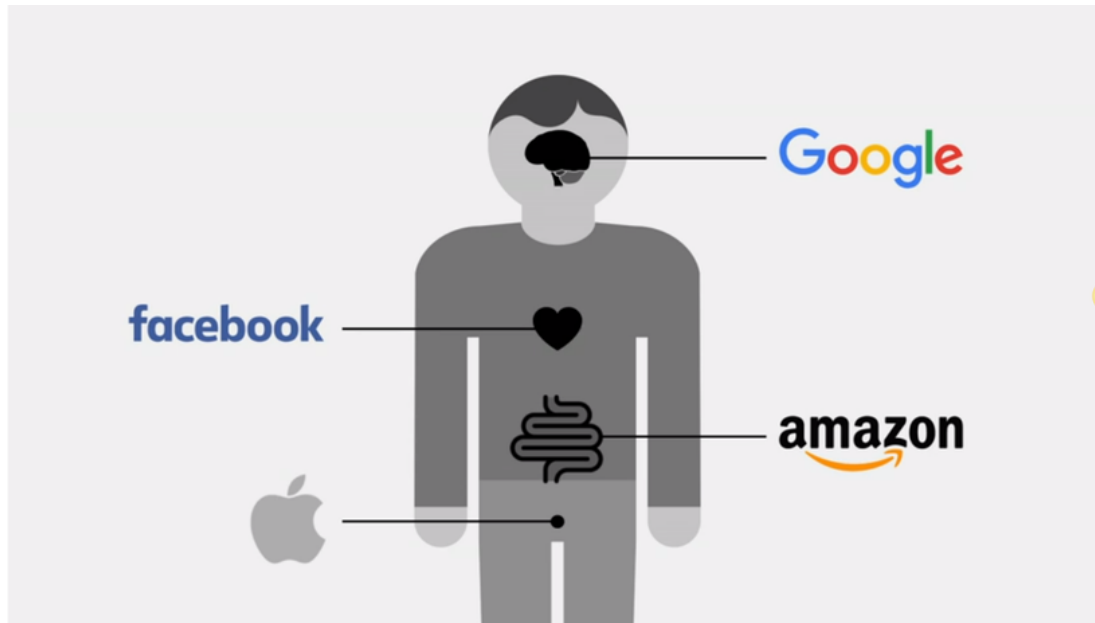
Credit - Scott Galloway - TED talk How Amazon, Apple, Facebook and Google manipulate our emotions

Maslow's hierarchy of needs

I'm a hairdresser,
I cut hair...

Galligan Beauty College
17 January at 10:07 · ⊕

Have you ever thought about a career in Hairdressing? Our City & Guilds Hairdressing qualification will allow you to start a life long career in this wonderful trade that will allow you to work your magic on your future clients. Talk to us today on 01 6703933 about our courses starting in March. Check out our courses here #hairdressing #galligancollege #hairgicians #newyearnewcareer

*Hairgicians
#SixthSenseSalon
(noun)

People who create magic for clients without a wand

IS YOUR OFFERING B2B OR B2C - WHAT ARE THE MARKETING IMPLICATIONS OF YOUR CUSTOMER A BEING B2B OR B2C SALE

B2C	B2B
• More diffuse customers • More accessible in terms of routes to market • More 'use cases' • Short decision cycles • Easier to break into but harder to build critical mass as buyers are typically diffuse	• More targeted customers • Narrower, potentially more expensive routes to market • Longer decision cycles • Harder to break into but easier to build critical mass as buyers are typically concentrated

DIGITAL
Dún
Laoghaire

OTHER DIGITAL MARKETING INSIGHTS - TRIANGULATION AND THE FREQUENCY ILLUSION

Person needs to have seen/hear about you in 7 different ways (word of mouth, ad, social media post, mentioned in a blog etc) before they will consider buying from you.

PART 4 - SECTION 32

CREATING YOUR MARKETING MESSAGE FRAMEWORK

- WHO IS YOUR MESSAGE FOR
- WHAT DO YOU WANT THEM TO DO
- WHAT IS YOUR MESSAGE
- WILL THEY GET YOUR MESSAGE

Who am I targeting - clear sweet spot customer

What do I need them to do?

What is important to them in making that choice to do what I need them to do? - INSIGHTS

YOUR MARKETING MESSAGE FRAMEWORK

1. Who is your message for?

Sweetspot persona

2. What do you want them to do?

Target Action matches their need state

3. What is your message?

Your value proposition - Clinchers V Threshold

4. Will they get your message?

- Impressions
- Clicks
- Hurdles to overcome

DIGITAL
@ Dún Laoghaire
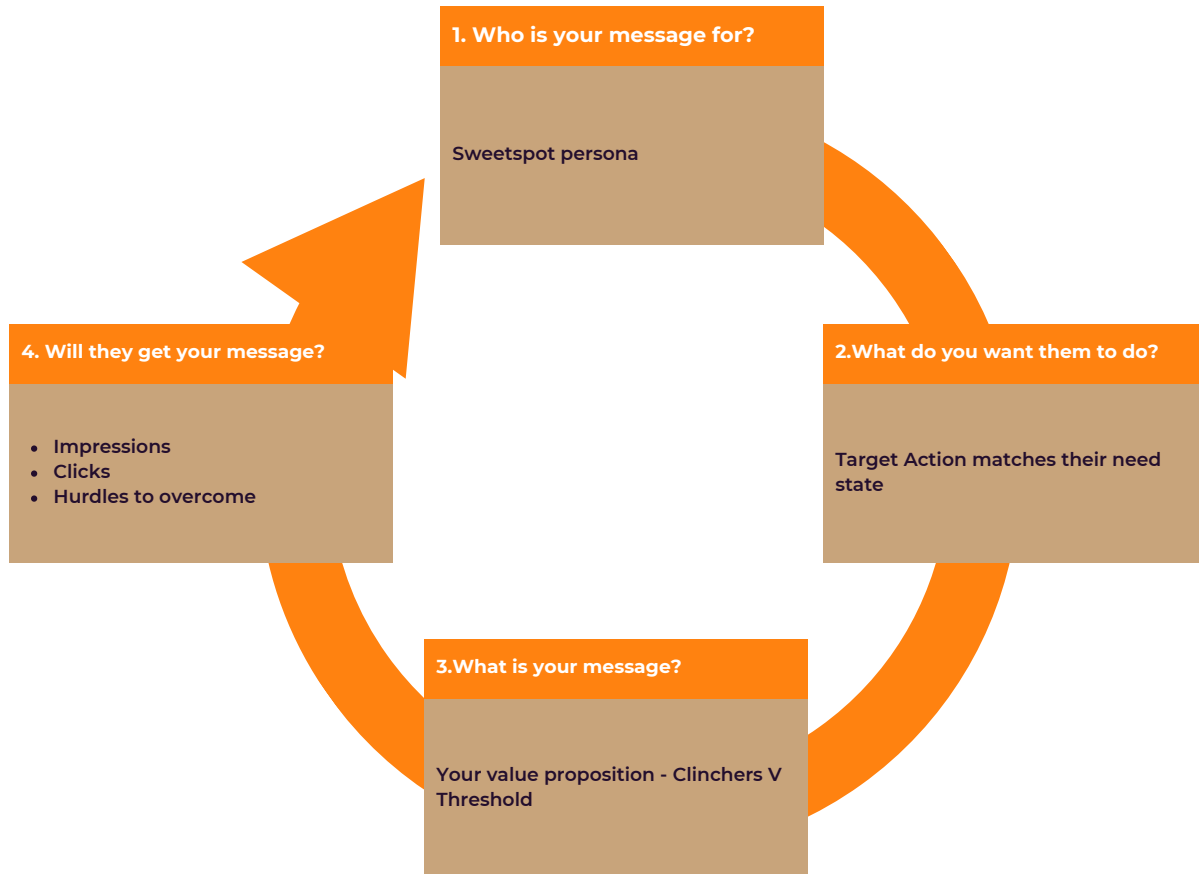
STEPS TO CREATING YOUR MARKETING MESSAGE FRAMEWORK

1. Who is your message for? - Please see PART 1 Section 4 for identifying a persona for your sweet spot customer
2. What do you want them to do?
3. What is the message?
4. Will they get the message?

Step 2. What do you want them to do?

TARGET COMPLETED ACTIONS FOR OUR ENTERPRISE CENTRE WEBSITE

Appear in search impressions 'Office space dublin'	**Click Throughs 'On to www.dunlaoghairehub.ie'**	**Bookings for a viewing - Made by** • **Form completions** • **Phone calls**	Bookings that turn up	Signed Member agreements
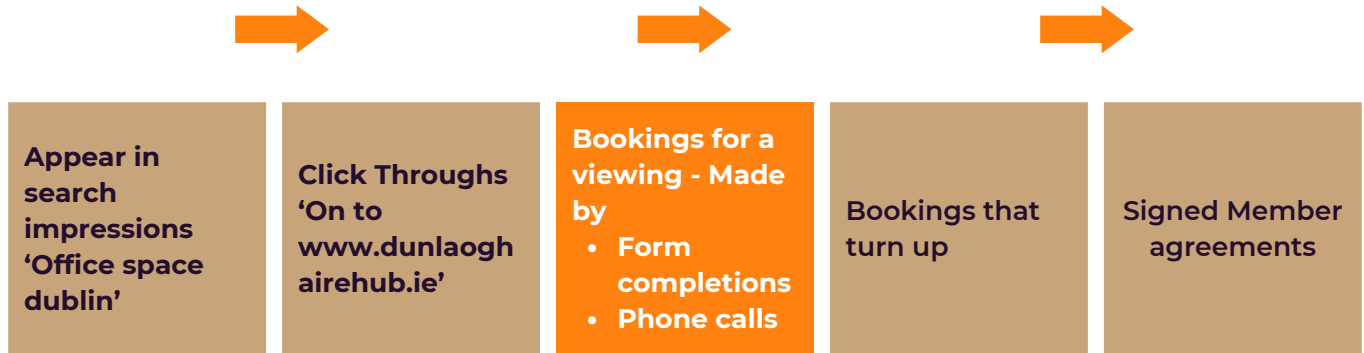
3. What is the message?

Please see <u>PART 3 Section 21</u> for identifying the Clinchers for why your sweet spot customer chooses your offering.

Please see <u>PART 4 Section 27</u> for creating your Value Proposition.

Photo credit: Canva License

PART 4 - SECTION 33

WILL THEY GET YOUR MESSAGE IN GOOGLE SEARCH

- WHO SEES IT - IMPRESSIONS IN GOOGLE
- WHAT THEY DO - CLICKS IN GOOGLE SEARCH
- CREATING COMPLETED ACTIONS - HURDLES TO OVERCOME

WILL THEY GET THE MESSAGE?

DOES THE MESSAGE CREATE COMPLETED ACTIONS
HURDLES TO OVERCOME

WHO SEES IT
IMPRESSIONS

WHAT THEY DO
CLICKS
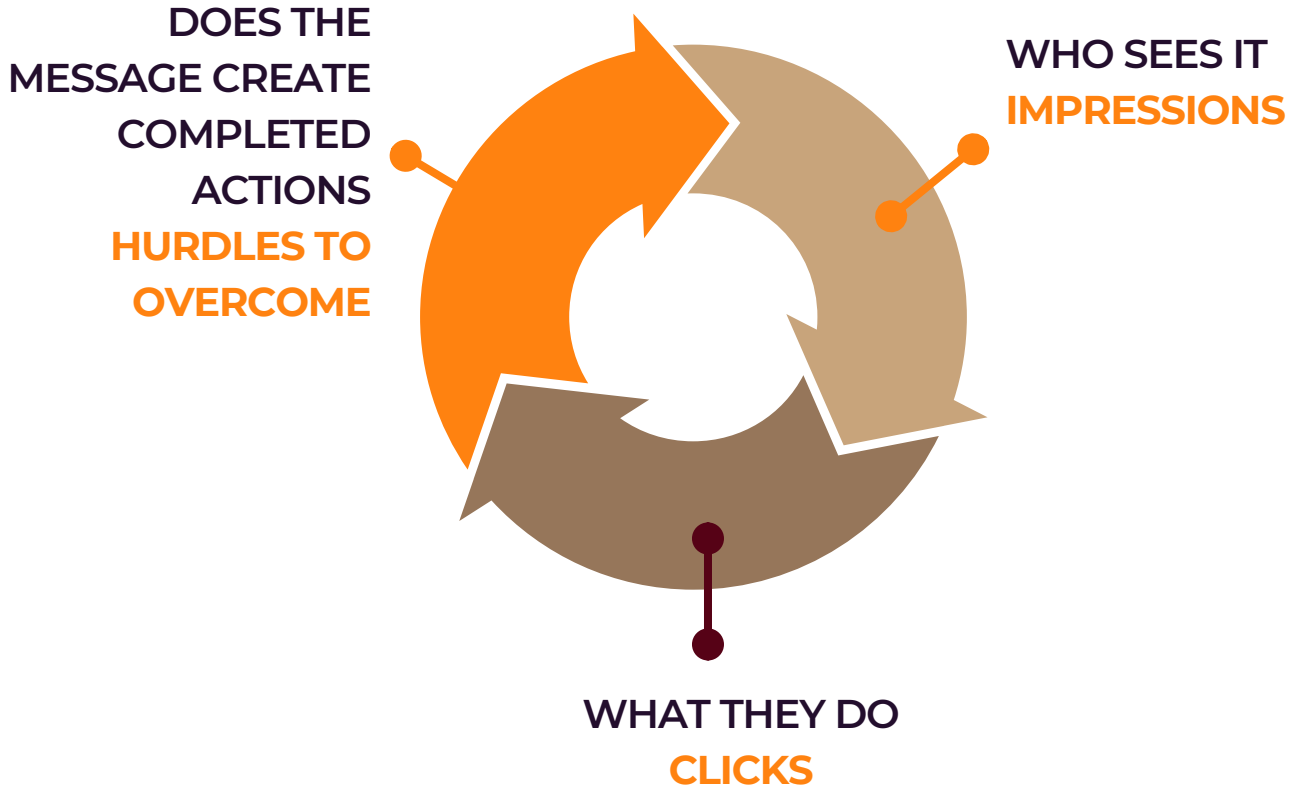
NOW TO HELP YOU SUCCEED IN 'WILL THEY GET THE MESSAGE' WITH THREE KEY ONLINE PLATFORMS

- Google
- Twitter
- Linkedin

Google

GOOGLE FOR WEBSITES

YOUR WEBSITE AS YOUR MARKETING HQ

Search engines are unique in that they provide targeted traffic - people's need state matches directly what you offer

OUR GOALS IN THIS BOOK

A practical introduction to building your business on the Google platform through:

1. Introduction to key Google search terminology and Web Analytics
2. How to increase impressions in Google search engine ranking using WIX as our website platform
3. ACTIONS - How to maximise the conversion of visitors to customers

TOOLS WE WILL USE

Google Search Console - IMPRESSIONS - was built with Google Search in mind, offering site owners data regarding online visibility, organic reach, and technical optimization.

Google Analytics - CLICK THROUGHS - was made with behavior tracking in mind, providing insights on how users interact with your website or app.

PART 4 - SECTION 33

STATISTICS FROM GOOGLE	Share of Searches	Average Bounce Rate from ckick throughs
Google Organic	70%	43%
Google Ads	30%	49%

All figures approximate

IMPRESSIONS → CLICKS → COMPLETED ACTIONS

"Office space Dun Laoghaire"

STEP 1

STEP 2

STEP 3

IMPRESSIONS → CLICKS → COMPLETED ACTIONS

STEP 1

STEP 2

STEP 3

Photo credit: Canva License
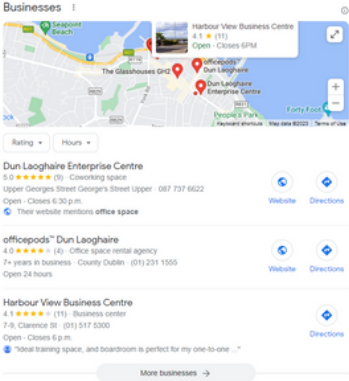
STEP 1

How to increase impressions

This is termed **Search Engine Optimisation**

keyword research

website optimization

links building

ranking

sitemap optimization

traffic monitoring

SEO

software development

content

web design

social network

feedback

strategy

IMPRESSIONS - HOW DOES GOOGLE DETERMINE RESULTS RANKINGS?

Relevance = finding a page with words that match the search phrase = ON PAGE FACTORS

Popularity = The more links to a site the more valuable the information it contains must be - OFF PAGE FACTORS

STEP 1 - HOW TO INCREASE IMPRESSIONS

1. Check the technical factors of your website -
https://testmysite.thinkwithgoogle.com/
2. Get familiar with Google Search Console
3. Choosing your words - Motivation Architecture
4. Optimise your site for your target search phrase relevant to your business that are getting traffic.

> **A. Optimise Title & Description**
> **B. Domain name and web page name use your target keywords/search phrase**
> **C. Get reputable sites to link to yours**
> **D. Ensure 'keyword density' on your pages**
> **E. Optimise your ALT TAGs for images**
> **F. Optimise H1 and H2**

@ DIGITAL
Dún
Laoghaire

2. GET FAMILIAR WITH GOOGLE SEARCH CONSOLE

What it can tell you

1. **What search terms (Queries) your site appears for**
2. **Which pages are getting the most clicks**
3. **Which websites are linking to your site**

3. CHOOSING YOUR WORDS - MOTIVATION ARCHITECTURE

MOTIVATION ARCHITECTURE - Using words and process flow to channel the maximum number of sweetspot customers to closed actions

	Objective	Word types
Words Stage 1	Get into impressions	FUNCTIONAL - Target search phrase
Words Stage 1	Get click throughs from your entry in impressions	FUNCTIONAL + CLINCHERS
Words Stage 1	Keeping click throughs on your website and getting them to complete the target action	FUNCTIONAL + CLINCHERS + MOTIVATIONAL

DIGITAL
Dún
Laoghaire

WORDS & YOUR SALES FUNNEL

Words Stage 1 - IMPRESSIONS

Get into IMPRESSIONS

Words Stage 2 - CLICKTHROUGHS

Get click throughs from your entry in impressions

Words Stage 3 - COMPLETIONS

Getting them to complete the target action

UNDERSTANDING KEYWORDS

Keywords are the foundation of your web content. All your efforts should tie directly back to a keyword or keyword phrase that will create traffic for your business.

PART 4 - SECTION 33

VS

Broad Keywords	Long-tail Keywords
Marketing	Inbound Marketing Software
Magazines	Jewellery Magazines
Documentary	James Joyce Documentary
Landscaping	Dublin Landscaping
Shoes	Nike red running shoes
Mortage	First time buyer mortage

@ DIGITAL Dún Laoghaire

| BROAD KEYWORDS | VS | LONG-TAIL KEYWORDS |

+ | **Genral to your business**
High search volume
Lots of competition | Specific to your business
Low search volume
Little competition | **+**

− | **These are difficult to rank & get traffic for. The visitors from these keywords are less likely to become leads.** | **These are easy to rank & get traffic for. The visitors from these keywords are more likely to become leads.** | **−**

@ DIGITAL
Dún Laoghaire

TARGET COMPLETED ACTIONS FOR OUR ENTERPRISE CENTRE

Appear in search impressions 'Office space dublin'	**Click Throughs 'On to www.dunlaoghairehub.ie'**	**Bookings for a viewing - Made by** • **Form completions** • **Phone calls**	**Bookings that turn up**	**Signed Member agreements**

4. OPTIMISE YOUR SITE FOR YOUR TARGET SEARCH PHRASE RELEVANT TO YOUR BUSINESS THAT ARE GETTING TRAFFIC.

A. OPTIMISE TITLE & DESCRIPTION

Title - First 50 - 60 characters displayed displayed

Description - First 160 characters key

BEFORE - TARGET SEARCH PHRASE MISSING

`<title>Serviced Office Space | DigitalHQ clg | Dun Laoghaire Town - Dublin</title>`

`<meta name="description" content="DigitalHQ is a not-for-profit incubation space in the heart of Dun Laoghaire Town providing affordable office space, networking events and training in growing your business through digital. Drop in to hear how we can help your business grow."/>`

AFTER

B. DOMAIN NAME AND WEB PAGE NAME USE YOUR TARGET KEYWORDS/SEARCH PHRASE

Choosing the domain name for your business can affect how you appear in Google search results.

www.dunlaoghairehub.ie will get a Google search boost for searches that are
entered with the words "dun laoghaire"

C. GET REPUTABLE SITES TO LINK TO YOURS USING LINKING TEXT THAT REFLECTS YOUR TARGET SEARCH PHRASES.

We ask posts to link back to our website.

How to recruit and retain top talent
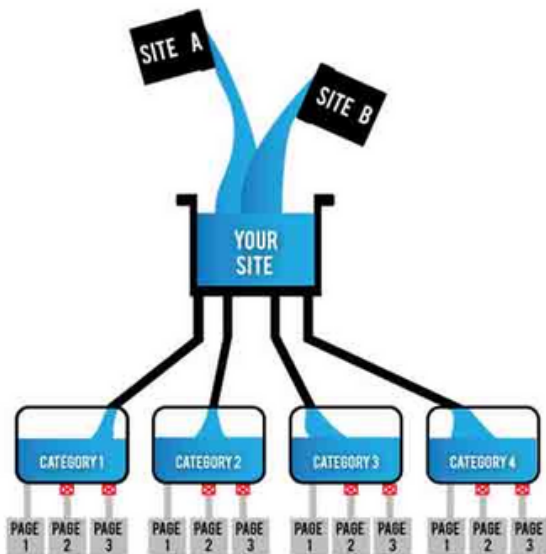
Finding the best talent is key to growth, and is especially true in the digital sector. This December meetup will look at how you can compete for, and retain, top talent.

What is it?
The final Digital Dún Laoghaire Meetup of 2017 will take place in DigitalHQ Coworking Space, Bank of Ireland, Dun Laoghaire at 7.30am on December 13.

Meetup topic?
Recruiting and retaining top talent.
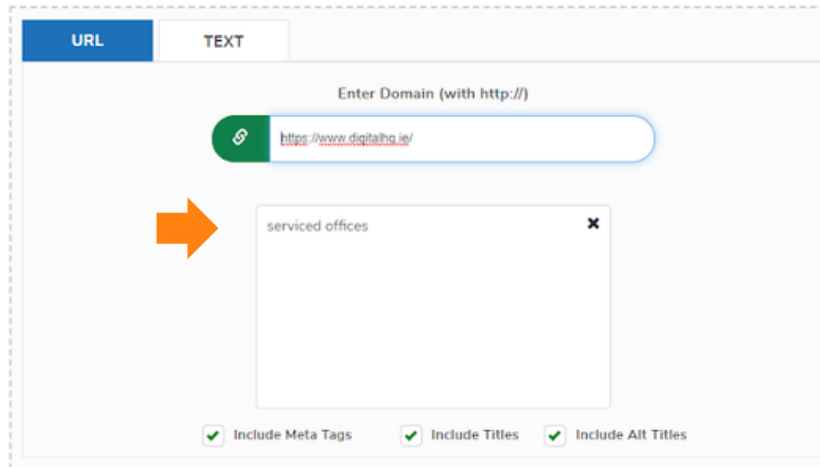
THE RELATIONSHIP BETWEEN GOOGLE RANKINGS AND LINKS

99.2% of all top 50 results had at least one external link pointing to the website.

77.8% of top results had at least one external link pointing to the page.
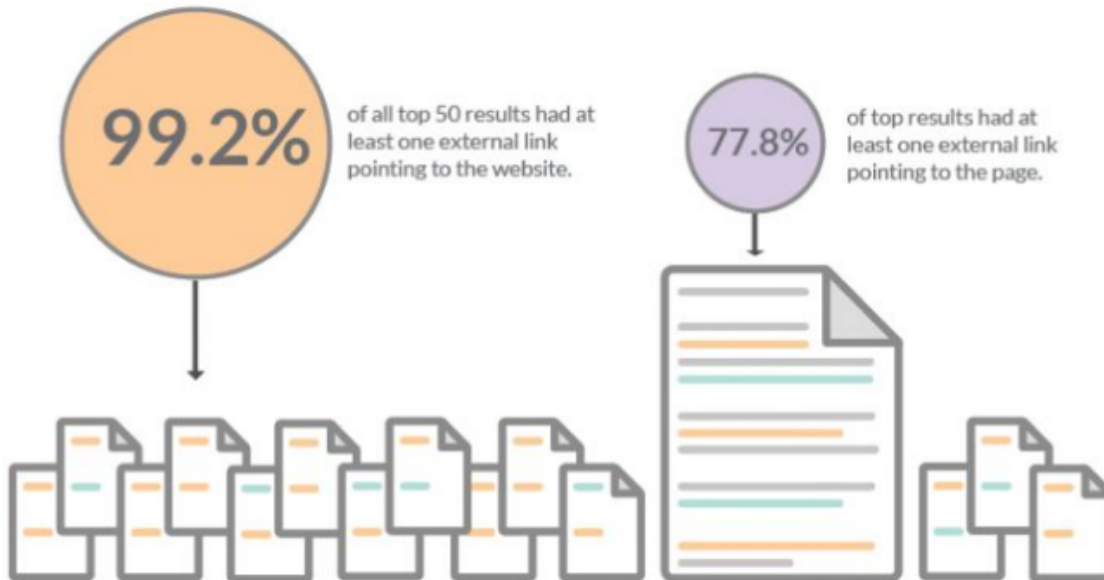
Source: Moz

D. ENSURE 'KEYWORD DENSITY' ON YOUR PAGES

Check that there is '<u>keyword density</u>' on your page for your target search phrase -

E. OPTIMISE YOUR ALT TAGS FOR IMAGES

Use your target keywords/search phrase in the ALT TAGs for images.

F. OPTIMISE H1 AND H2

Make Heading 1 and Heading 2 text align with your target search phrase.

THEN KEEP ADDING NEW CONTENT

Have a section updated with news/blog etc - provides content for Google.

- **52%** of first click interaction is via their blog
- **165%** increase in lead generation from their blog

Digital Marketing Institute
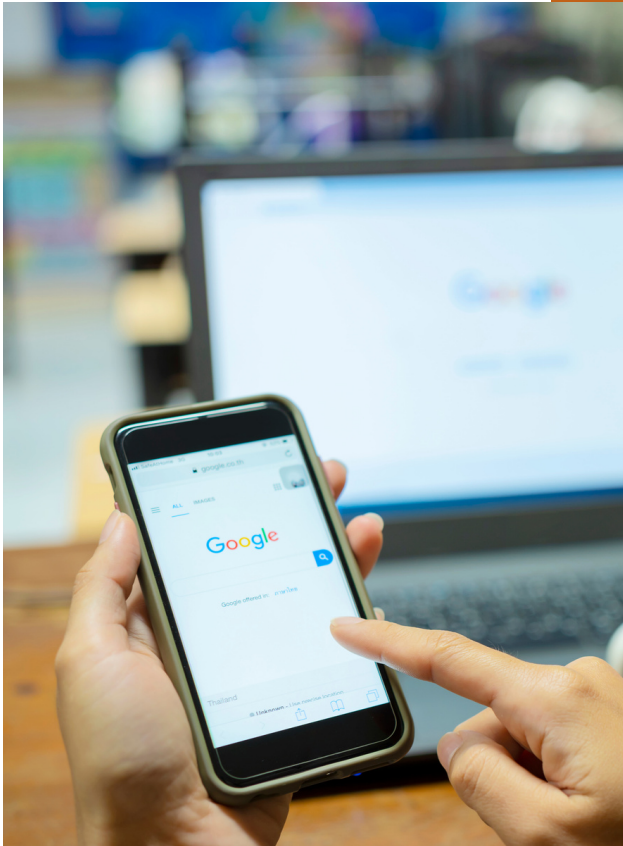
STEP 2

How to increase click throughs in Google Search

WHAT'S IT ALL ABOUT?

IMPRESSIONS → CLICKS → COMPLETED ACTIONS
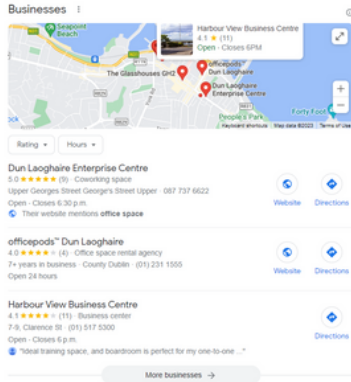
STEP 1

STEP 2

STEP 3

STEP 2 - HOW TO INCREASE CLICK THROUGHS

1. Understand how humans search on screens
2. Your Google Business page is up to date
3. Page title & description uses your target search phrase + CLINCHERS

1. UNDERSTAND HOW HUMANS SEARCH ON SCREENS

We covered earlier in this section that in inanimate environments such as the web means our brain uses pre-attentive Iconic Memory to seek satisfaction of Need State under time pressure.

2. YOUR GOOGLE BUSINESS PAGE IS UP TO DATE

FOR SOME LOCAL SEARCHES GOOGLE DISPLAYS A SUMMARY OF RESULTS FROM GOOGLE MAPS AT THE TOP OF THE RESULTS

Dun Laoghaire Enterprise Centre
Upper Georges Street George's Street Upper, Dún Laoghaire, Dublin

Get more reviews

5.0 ★★★★★ 9 reviews
Reviews aren't verified. ⓘ

People often mention

All   atmosphere 3

Sort by

Most relevant   Newest   Highest   Lowest

C   **Cora Plant**
1 review   ⋮

★★★★★ 3 years ago

DigitalHQ was a great place for me to step out with my own business for the first time. Really helpful and friendly managers and a lovely space with a great vibe. Introductions were made a business relationships built! I would recommend to anyone looking for some shared working space.

👍 4

> **Response from the owner** 3 years ago
> It was a pleasure having you in our coworking space Cora, please feel free to drop in when ever you are passing! Eoin

✏ Edit   🗑 Delete

3. PAGE TITLE & DESCRIPTION USES YOUR TARGET SEARCH PHRASE + CLINSHERS

Clinchers	• Convenient - Location in the centre of the town • Low cost • Flexibility of contract term • Immediate availability

VALUE ADDING

```
<meta name="description" content="DigitalHQ's mission is to help create Digital First Communities to help more small local businesses growth faster through a Digital Growth Mindset"/>
<link rel="canonical" href="https://www.digitalhq.ie"/>
<meta name="robots" content="noindex"/>
<meta property="og:title" content="DigitalHQ | we use digital growth to help local communities and their small businesses to create sustainable jobs"/>
<meta property="og:description" content="DigitalHQ's mission is to help create Digital First Communities to help more small local businesses growth faster through a Digital Growth Mindset"/>
<meta property="og:url" content="https://www.digitalhq.ie"/>
<meta property="og:site_name" content="DigitalHQ Live site"/>
<meta property="og:type" content="website"/>
<link rel="alternate" href="https://www.digitalhq.ie/blog-feed.xml" type="application/rss+xml" title="DigitalHQ Live site - RSS"/>
<meta name="twitter:card" content="summary_large_image"/>
<meta name="twitter:title" content="DigitalHQ | we use digital growth to help local communities and their small businesses to create sustainable jobs"/>
<meta name="twitter:description" content="DigitalHQ's mission is to help create Digital First Communities to help more small local businesses growth faster through a Digital Growth Mindset"/>
```

@ DIGITAL
Dún
Laoghaire

STEP 3

How to maximise the number of completed actions/goals

Photo credit: Canva License
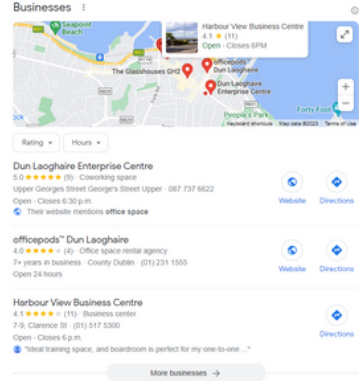
WHAT'S IT ALL ABOUT?

IMPRESSIONS → CLICKS → COMPLETED ACTIONS

STEP 1

STEP 2

STEP 3

STEP 3 - MAXIMISE COMPLETED GOALS

1. Get familiar with Google analytics
2. Use colours & images that visitor is expecting to see based on 'Description' tag they clicked on.
3. Overcome your potential customer's 4 Hurdles

1. GET FAMILIAR WITH GOOGLE ANALYTICS

Google Analytics

Where and why are visitors abandoning my shopping cart?

where are my visitors coming from?

Is my website design driving people away?

What do people do while on my site?

Which marketing initiatives are the most effective?

What keywords resonate with prospects and have the power to convert them?

QUICK TO SET UP, EASY TO USE, AND IT'S FREE!

DIGITAL Dún Laoghaire

KEY TERMS

Bounce Rate - The number of visitors to your website that leave your website rapidly.

Conversion Rate - The number of visitors to your website that complete a target action.

IMAGES AND COLOURS

Use images and colours that visitor is expecting to see based on 'Description' tag they clicked on in Google search.

WHAT YOUR SWEETSPOT CUSTOMER VALUES

Buy

> **YELLOW**

> OPTIMISTIC AND YOUTHFUL
> OFTEN USED TO GRAB
> ATTENTION OF WINDOW
> SHOPPERS

Buy

> **RED**

> ENERGY
> INCREASES HEART RATE
> CREATES URGENCY
> OFTEN SEEN IN CLEARANCE
> SALES

Buy

> **BLUE**

> CREATES THE SENSATIONAL OF
> TRUST AND SECURITY
> OFTEN SEEN WITH BANKS AND
> BUSINESSES

Buy

> **GREEN**

> ASSOCIATED WITH WEALTHY
> THE EASIEST COLOR FOR THE
> EYES TO PROCESS
> USED TO RELAX IN STORES

Buy

> **ORANGE**

> AGGRESSIVE
> CREATES A CALL TO ACTION:
> SUBSCRIBE, BUY, OR SELL

Buy

> **PINK**

> ROMANTIC AND FEMININE
> USED TO MARKET PRODUCTS
> TO WOMAN AND YOUNG GIRLS

Buy

> **BLACK**

> POWERFUL AND SLEEK
> USED TO MARKET LUXURY
> PRODUCTS

Buy

> **PURPLE**

> IS USED TO SOOTHE & CALM
> OFTEN SEEN IN BEAUTY OR
> ANTI-AGING PRODUCTS

Source: Fastcompany.com

3. OVERCOME YOUR POTENTIAL CUSTOMER'S 4 HURDLES

The "best" product or service doesn't always win.
The one that is easiest to decide on wins.

WHAT ARE THE 4 HURDLES WHICH A POTENTIAL CUSTOMER CLICKS THROUGH TO YOUR WEBSITE FROM GOOGLE SEARCH?

Hurdle 1 - Am I in the right place, does it match my need state? - 3 SECONDS

Hurdle 2 - Is it being offered to me in a way that motivates me from passing to direct interest? - 15 SECONDS

Hurdle 3 - Is it for me, my needs? Is there a photo? - 60 SECONDS

Hurdle 4 - Does everything give me a good gut feeling, do I trust this provider to deliver to my needs?

DECISION MADE

HURDLE 1 - AM I IN THE RIGHT PLACE, IS IT LIKELY TO MATCH MY NEED STATE?

HURDLE 2 - IS IT BEING OFFERED TO ME IN A WAY THAT MOTIVATES ME FROM PASSING TO ACTIVE INTEREST?

HURDLE 3 - IS IT FOR ME, MY NEEDS (COLOUR SCHEME, SOCIO ECONOMIC GROUP)?

HURDLE 4 - DO I TRUST THIS WEBSITE/BUSINESS TO DELIVER TO MY NEEDS?

THIS DEPENDS ON

How you structure your web page
How you write your web page content

HOW YOU STRUCTURE YOUR PAGE

Form ever follows **function.**

Louis Sullivan

YOUR WEBPAGE SHOULD BE LAID OUT TO GIVE YOU EVERY CHANCE OF OVERCOMING THE 4 HURDLES
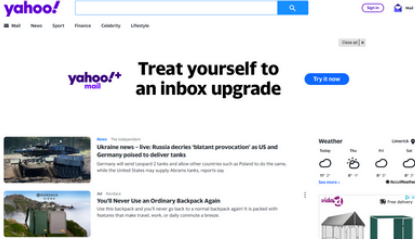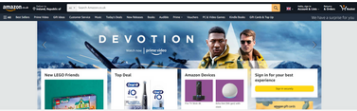
OVERCOMING THE 4 HURDLES - PAGE CONTENT LAYOUT

- **Address Hurdle 1** 3 SECONDS
- **Address Hurdle 2** 15 SECONDS
- **Address Hurdle 3** 60 SECONDS
- **Address Hurdle 4**

DECISION MADE

HOW YOU WRITE YOUR WEB PAGE CONTENT?

OVERCOMING THE LEXICON GULF

What the user types in to Google search	What the user means	What the service provider calls it and put in their SEO
Cheap b&b	I want a cheap break	"low cost accommodation"
"emergency plumber"	My pipes have burst	Plumbing Services
"refrigerator"	I need to buy a fridge	'Food cooling units'

YOU LIKE POTATO AND I LIKE POTAHTO, YOU LIKE TOMATO AND I LIKE TOMAHTO POTATO, POTAHTO, TOMATO, TOMAHTO, LET'S CALL THE WHOLE THING OFF

DIGITAL Dún Laoghaire

INCLUDING MOTIVATION ARCHITECTURE

Motivation Architecture is concerned with using intimacy words to lead the visitor to emotionally identifying with the website being viewed and then using power words (NLP) and calls to action to encourage the potential customer to take action.

HOW YOU WRITE YOUR CONTENT

A Feature is...	A Benefit is...
What something IS	**What something DOES**

Features tell but benefits Sell

Feature:

A distinction or noticeable qualifiable quality

Something offered as a special attraction

Benefit:

Anything that is helpful or advantageous

Something that contributes to or increases well being

DIGITAL
Dún Laoghaire

Some people shy away from describing benefits because they assume they may be seen as hype! Not so.

It's about focussing on your product's true purpose, meaning, and relevancy from your customers' perspective.

PART 4 - SECTION 33

	FEATURE	BENEFIT
Vehicle	Automatic safety restraint system, and both front and side-impact airbags	Protect your family with advanced safety features that give you full peace of mind even the smallest passengers will be protected in an accident.
Dating App	35-dimension compatibility matching system	Find true love the quick and simple way.
Mountain bike	Bontrager G4 Team Issue Tires	Be more adventurous and take on any terrain that comes your way with tires that are built to withstand anything.

MOTIVATIONAL WORDS

Personalisation - Intimacy - "We have the ideal offer for you"

Power Words (NLP) - Calls to action - "Order now for the best deal"

Focus on benefits not features- Appeal to the emotions not logic - "Become a better you"

FACES ENGAGE US: PHOTOS WITH FACES ATTRACT MORE LIKES AND COMMENTS ON INSTAGRAM

Saeideh Bakhshi
Georgia Tech
sbakhshi@cc.gatech.edu

David A. Shamma
Yahoo Labs
ayamans@acm.org

Eric Gilbert
Georgia Tech
gilbert@cc.gatech.edu

EXERCISE - IMAGINE A SEARCH FOR 'REMOTE WORKING HUBS KERRY'

STEP 1 Words	STEP 2 Images & Words	STEP 3 Closing the deal
Location = town	Office space - what does the room look like	Book now
High speed broadband	Canteen	Special deal
Activities outside work	Outside - location	Payment options
Availability	Busy happy people	Testimonials
Price for 5 days	Opening hours	No complicated booking procedures
Testimonials	Public transport	COVID regulations?
Shared space v private office	Privacy booth	

@DIGITAL Dún Laoghaire

The 4 hurdles exercise

Imagine you are mid career professional considering a career change or looking for a pay rise.

You type into Google:

'digital marketing programme'

Screenshot of the home page of the Digital Marketing Institute 2019

A WORKED EXAMPLE

LET'S MEET OUR 2 PERSONAS

Liam

Liam is a busy self employed painter with a wife and 1 child.

Eileen

Eileen owns a B&B in Cashel that has recently had significant money spent on its upgrading

LET'S MEET OUR 2 PERSONAS

Liam

Liam is a busy self employed painter with a wife and 1 child.

Eileen

Eileen owns a B&B in Cashel that has recently had significant money spent on its upgrading

Photo credit: Canva License

LET'S START WITH EILEEN'S TOTAL POTENTIAL MARKET

People looking to book
accommodation in
the Tipperary area.
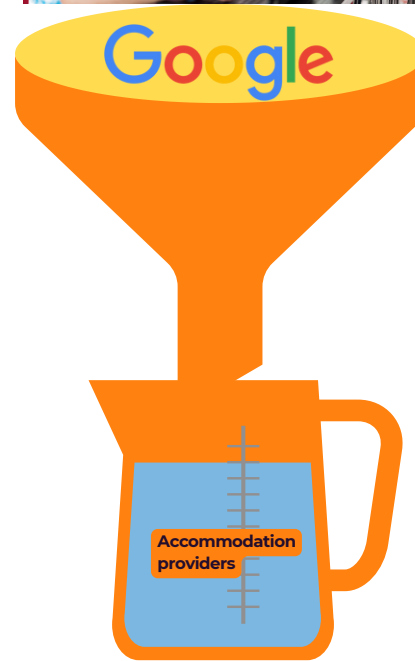
INTRODUCE THE POTENTIAL CUSTOMER

I'd like a cheap weekend away down in Tipp

- He types into Google "***low cost accommodation cashel***".
- However Eileen has optimised her site for "***Bed and breakfast***" as a result Eileen doesn't APPEAR on the first page and has no chance of competing for his business.
- Then Liam types "***weekend break tipperary***" and again due to the Lexicon Gulf Eileen is no where to be found in the results.

THE RESULT FOR EILEEN

- **A – for APPEARING**

Low web visibility due to the lexicon gulf, poorly configured SEO and no pay per click ads

As a result of A - Eileen gets this % of the potential market onto her website

LET'S ASSUME LIAM TYPES IN EXACTLY WHAT EILEEN WANTS HIM TO AND LANDS ON HER SITE

Liam's eye scans her home page looking for matches that his ICONIC memory associates with his search term (NEED STATE) such as

"low cost accommodation" "special offer"

Business no longer exists

THE RESULT FOR EILEEN

- **B+ for Bounce Rate**

As a result of little attempt to match the incoming need state of Liam, Eileen gets a **B +** with bounce rates of 50%+

As a result Eileen gets this % of the landing visitors to stay on her website
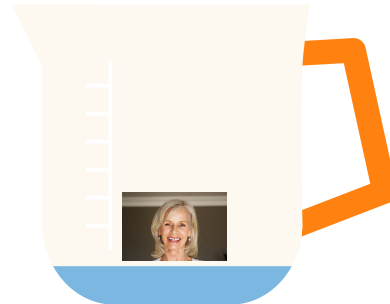
LIAM PERSEVERES WITH EILEEN

To complete the TARGET ACTION of booking a weekend away he clicks the "Rates" page to satisfy his "low cost" requirement. He sees passive information with no Call to Action and BOUNCES

HOW DOES EILEEN DO ON C

- **C- for Conversion**

Low conversion rate as visitor is not sufficiently motivated by the site to undertake the Target Action.

Eileen gets this % of the landing visitors to complete the target action on her website

SO TO SUMMARISE FOR EILEEN

A – Low Appearance for potential customers	B + High Bounce rate as little attempt made to match need state of website visitor	C – Low Conversion rate as paths to Target Action are not prioritised in navigation and no Motivation Architecture motivating potential customer toward completion of Target Action
Off Page Factors	On Page Fators	On page factors

PART 4 - SECTION 34

TWITTER FOR SMALL BUSINESS

- INTRODUCTION TO TWITTER FUNCTIONS
- GETTING IMPRESSIONS AND CLICKS FROM TWITTER
- BREAKING OUT OF THE 'SCROLL'

TWITTER - OUR GOALS

- **Introduction to Twitter for Small Business**
- **Setting up or improving your Twitter account profile.**
- **How to write the ideal Tweet that gets clicks to your website.**

WHAT YOU NEED TO KNOW ABOUT TWITTER

- **What is it**: A social media and online news platform where people communicate in short messages – up to 280 characters long – called tweets.
- **What it works well for**: Associations/organisations amplifying voices, journalists, politicians, B2C businesses, shared feelings, seeking opinions.
- **Value to Small Business**: Both B2B and B2C but the persona is what defines whether this platform will work for your business or not.
- **Positives**: 368 million active daily users, very strong on breaking news as it unfolds in real time.
- **Negative**: A lot of content going out each day, Tweets have a short life

TWITTER IN IRELAND

40%

60%

1.35 MILLION
TOTAL IRISH USERS

58%   use it for news and sourcing stories

92%   of Irish journalists use it weekly

100%   of political reporters use Twitter every day

Users by gender and age range
- Male
- Female

DIGITAL Dún Laoghaire

PROFILE OF TWITTER'S ADVERTISING AUDIENCE

SHARE OF TWITTER'S GLOBAL ADVERTISING AUDIENCE* BY AGE GROUP AND GENDER*
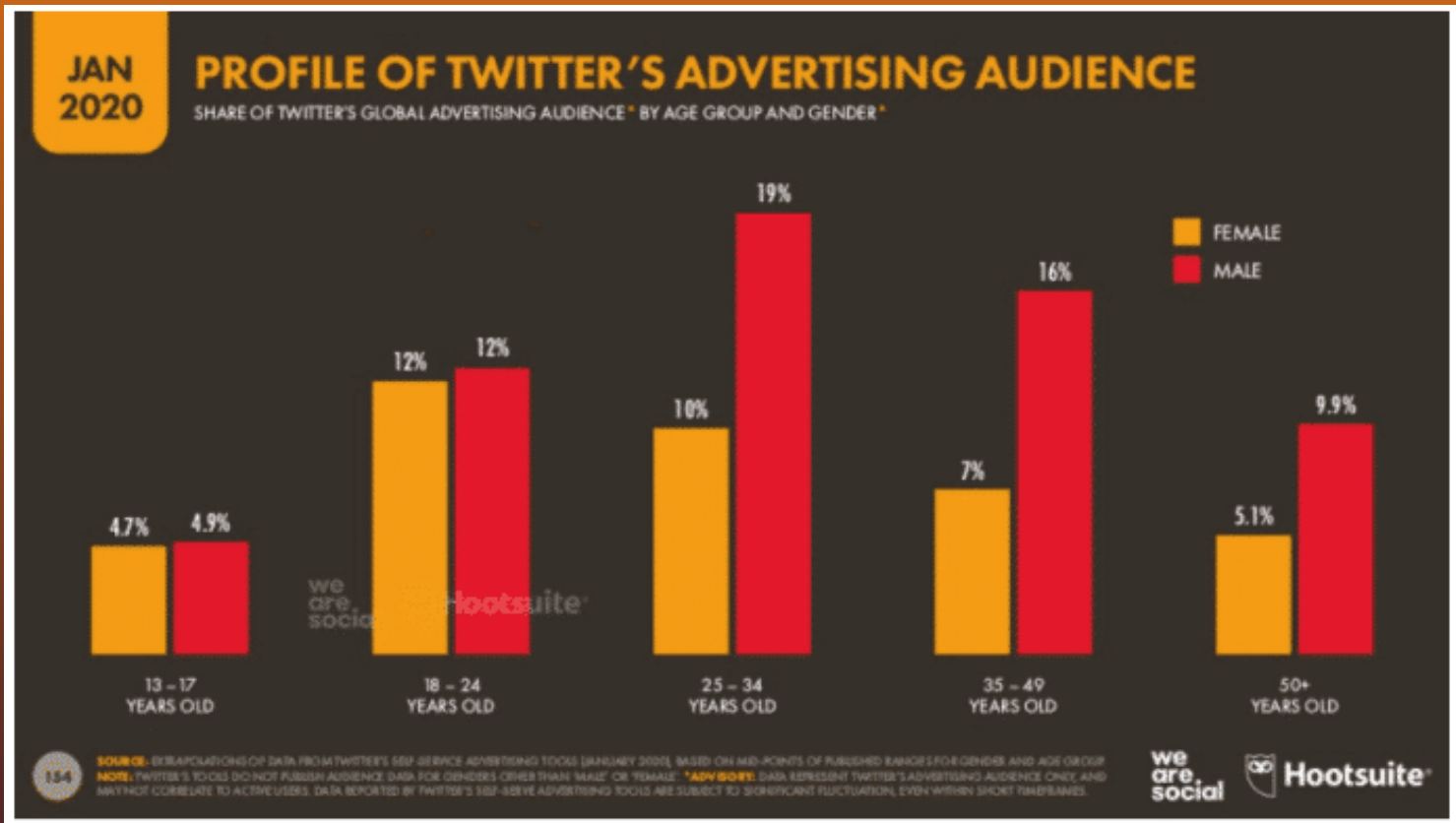
Source: Hootsuite

IS TWITTER A MATCH FOR YOUR SWEETSPOT PERSONA?

Pros	Cons

TWITTER FUNCTIONS

- Twitter Stream - See Eoin K. Costello (@EoinKCostello)
- A Tweet - See Tweet of our workshop group in our Google Classroom stream
- Tagging - In the Tweet or an image

POSTING EXERCISE CONTENT

USING TWITTER FUNCTIONS - ENGAGEMENT

- **Follow** - EXERCISE - Follow @sampleaccount
- **Like** - Purpose is to show your support for a post or client/influencer
- **ReTweet** - RT - If ReTweeting there are two ways to retweet. EXERCISE ReTweet Group Photo Tweet
- **Reply** - EXERCISE Reply to the Group Photo Tweet - Reply in context to post - Indirectly promote your own business

USING TWITTER FUNCTIONS

- **Notifications**
- **Trending**
- **List** - Public/Private - Use your Twitter lists to curate relevant content - https://twitter.com/DigitalDLT/lists/digital-dun-laoghaire/members
- **Direct Message** or DM

TWITTER WHAT'S IT ALL ABOUT?

IMPRESSIONS → **CLICKS** → **CLICK THROUGHS**

Click throughs to your website:
- From your bio
- From Tweets

STEP 1   **STEP 2**   **STEP 3**
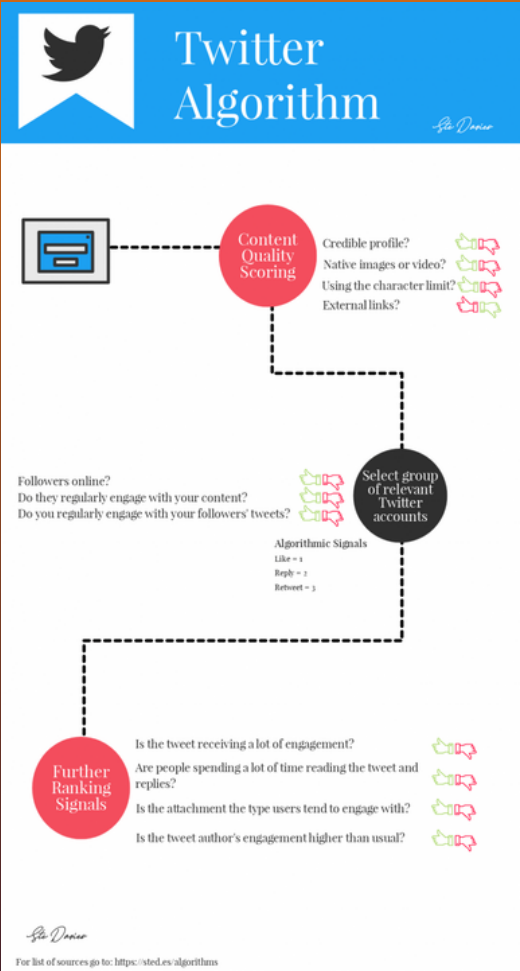
GETTING CLICKS THROUGH WORKING THE ALGORITHM

Step 1 - Is about getting good impression rates

Step 2 - Is about getting good engagement

Step 3 - Including shortlinks and call to action

STEP 1

How to increase impressions in Twitter

HOW TO INCREASE IMPRESSIONS

1. Have a credible profile - Ensure your profile is up-to-date and you have all the relevant information (name, bio, location, links, photo etc) filled out.
2. Use native images or video in Tweets
3. Use the full character limit in your Tweet
4. Hash tags you use = means you appear in search results
5. The number of followers you have - get into more people's feeds

1. CREDIBLE PROFILE - YOUR HANDLE

Picking your Twitter @handle

- Your Twitter name is how people will tag you in tweets
- Use your name, brand or persona - max 15 characters
- Ensure the display name and Twitter handle are aligned

1. CREDIBLE PROFILE - APPEARING IN # SEARCHES

For your Twitter profile to appear in searches include relevant keywords and hashtags in your profile.

How do you find out which hashtags are getting traffic?

Choose a profile image that is strongly associated with your business.

Write a clear and informative bio that describes your business, products or services.

The background image is a great branding opportunity and helps set the tone for your profile page.

EXERCISE - WRITE YOUR TWITTER BIO

Twitter bios have a max length of 160 characters - write it in
wordcounter.net

Create your Twitter bio that describes your business containing
1. Function of business - 'Dog #Grooming' Dun Laoghaire
2. Problem you solve for your sweetspot customer
    ○ WE PROVIDE <SOLUTION>
    ○ TO <TARGET MARKET>
    ○ THAT <PROBLEM>
3. Include two #hashtags if possible

4. THE HASHTAGS YOU USE

1. **Keep it relevant & don't spam**: Use hashtags that are relevant to your tweet and your target audience. Avoid using popular hashtags just for the sake of gaining visibility.

2. **Be specific and unique**: Choose specific and unique hashtags that narrow down the focus of the conversation.

3. **Limit the number of hashtags** you use in a single tweet: Aim to use 1-3 hashtags per tweet as a general rule of thumb.

4. **Use trending hashtags**: Keep an eye on trending hashtags relevant to your industry or topic and join the conversation when it makes sense. This can increase the visibility of your tweets and attract more followers.

5. **Create your own branded hashtag**: Creating a unique hashtag for your brand can help you track conversations, engage with your audience, and create buzz around your products or services. Encourage your followers to use your branded hashtag in their tweets.

6. **Conduct hashtag research**: Research popular hashtags in your industry or niche.

7. **Monitor hashtag performance**: Track the performance of your hashtags using Twitter analytics or third-party tools. Analyze the data to understand which hashtags resonate with your audience and refine your hashtag strategy accordingly.

8. **Keep it lowercase or capitalize the first letter of each word** to make it more readable.

5. THE NUMBER OF FOLLOWERS YOU HAVE

5. BUILDING YOUR FOLLOWING - TOOLS

- Twitter advanced search
- Click 'Like' on Tweets that are relevant and often the Tweeter will follow you. This takes more time, but gives you a much higher quality and engaged following.
- Follow all those that have Liked your Tweets
- Follow Back those that Follow you.

STEP 2

How to increase engagement

Photo credit: Canva License

TWITTER WHAT'S IT ALL ABOUT?

IMPRESSIONS → **CLICKS** → **CLICK THROUGHS**

STEP 1

STEP 2
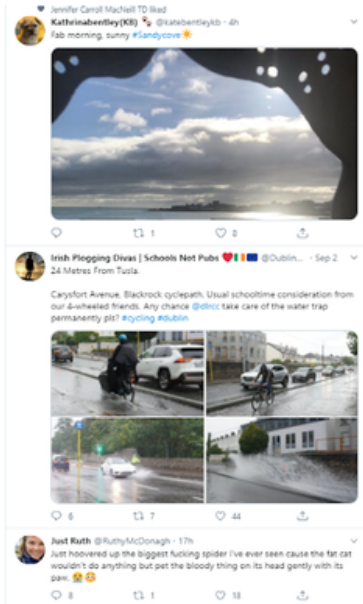
Click throughs to your website:
- From your bio
- From Tweets

STEP 3

WHY ENGAGEMENT MATTERS

For Google algorithm linkages is a key determinant on where you get displayed.

For social media algorithms engagement (likes, comments and shares) are like links, they boost the post into more people's streams as a sort of snowball effect.

ENGAGEMENT SCORES GIVEN BY TWITTER TO TWEETS

Algorithmic Signals:

Like = 1

Reply = 2

Retweet = 3

STEP 2 - GETTING ENGAGEMENT

1. How you write your Tweet
2. How long it is
3. How your frame your image
4. Who you tag visibly and invisibly
5. What time you Tweet at

DIGITAL
Dún
Laoghaire

1. HOW YOU WRITE YOUR TWEET

CHARACTERISTICS OF WORDS IN DIGITAL MARKETING ACTIVITY

Inbound	Outbound
You are looking for them	They are looking for you
PASSIVE - Have to grab attention of your specify sweet spot customer	More focused but can be expensive

PART 4 - SECTION 34

BREAKING OUT OF THE STREAM

Photo credit: Canva License

A WORKED EXAMPLE - SWEETSPOT CUSTOMER

- **Likes to support local business**
- **Friendships important to them**
- **Likes to be seen to 'do the right thing'**

Need state - friend's birthday is coming up next week

WORDS AND THE DIFFERENT PLATFORMS

- The transactional for Google
- The lure for Twitter - question based
- The promotional offer for Facebook/ Google ads
- The informational for LinkedIn

THE LURE FOR TWITTER - QUESTION BASED POSTS WORK

Uses the information gap theory of curiosity - sensing a knowledge gap on seeing a question between what you know and what you want to know compels you to take action to fill it, like clicking through to a web page.

Are you looking for

HOW YOU WRITE YOUR TWEET - CHECKLIST

1. Starts with a question that focuses on the problem you are solving for your sweetspot customer.
2. Call To Action - Focus on the target action you want them to take (beyond clicking through)
3. Include web link

@ DIGITAL
Dún
Laoghaire

PART 4 - SECTION 34

2. HOW LONG IT IS

Source: V Track Social

HOW LONG IT IS - STAY WITHIN THE WORD LIMIT

- **Include short URLS - Bit.ly**

- **Tag rather the type full name**

- **Move non-essential hashtags and tagging into a comment on your post.**

3. HOW YOU FRAME YOUR IMAGES

A study from Georgia Tech looked at 1.1 million random Instagram pictures and discovered these two really interesting bits of information. Pictures with faces get 38% more likes and 32% more comments.

FRAME THE SHOT - TAKE YOUR TIME TO CHOOSE THE BEST ANGLE AND CLOSE UP
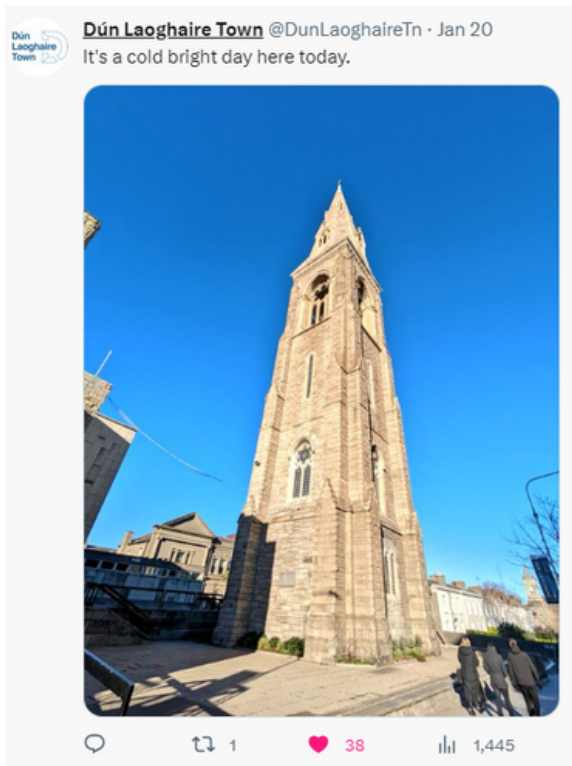
Petersfield Bookshop
@The_PBS

...Tumbleweed...

Not a single book sold today...

£0.00...

We think think this maybe the first time ever...

We know its miserable out but if you'd like to help us out please find our Abebooks offering below, all at 25% off at the moment....

4:25 PM · Jan 14, 2020 · Twitter for Android

THINK ABOUT WHAT YOU WANT THE SHOT TO CONVEY

TRY TO CREATE DYNAMIC TENSION IN THE SHOT - FOCUS ATTENTION TO A POINT

ONES THAT DIDN'T WORK

4. TAGGING IN A TWEET

Visibly tag - Sponsors - Partners - People that Tweet mentions

Invisibly tag - Supporters - Friendly reTweeters

WHO YOU TAG VISIBLY AND INVISIBLY

Visibly tag - Sponsors - Partners - People that Tweet mentions

Invisibly tag - Supporters - Friendly reTweeters

PART 4 - SECTION 34

call-to-action

Dún Laoghaire Town @DunLaoghaireTn · Aug 15

Need good chicken? Try @NandosIRE legendary, flame-grilled, PERi-PERi chicken. Support our business community and BUY LOCAL. See all your local providers. 👉 ow.ly/LJ6O50DWG6o Supported by @bankofireland & @dlrcc #buylocal #dunlaoghaire

visible tag →

Need good chicken?
Charlie can help!
NANDO'S, restaurant

See all your local providers →

Eoin K. Costello and 2 others ← invisible tag

5. THE TIME YOU TWEET
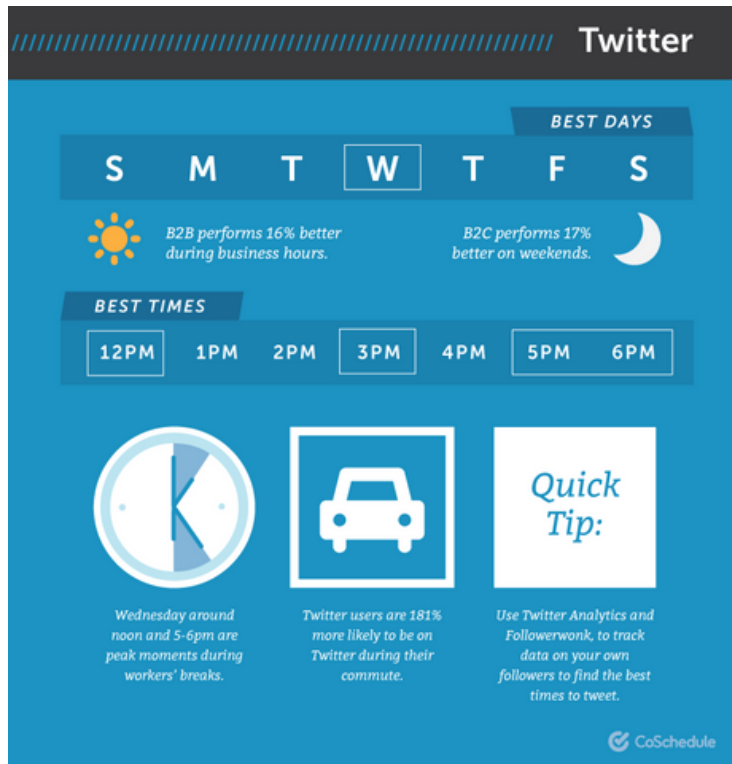
The average tweet lifespan is 2 hours

Source: CoSchedule

CREATE A POST EXERCISE

Posts get truncated after 34 words 217 character So use wordcounter.net

CHECKLIST

- **Starts with an informational question that targets your sweetspot customer directly**
- **Focus on their clinchers in choosing your offering**
- **Has an image**
- **Has a Call to action**
- **Tags people in the Comment/Reply under your post**
- **Uses at least 2 hashtags**

PART 4 - SECTION 35

LINKEDIN FOR SMALL BUSINESS

- INTRODUCTION TO LINKEDIN FUNCTIONS
- GETTING IMPRESSIONS AND CLICKS FROM LINKEDIN
- HOW TO WRITE POSTS FOR MAXIMUM ENGAGEMENT

WHAT YOU NEED TO KNOW ABOUT LINKEDIN

- What is it: World's largest professional B2B network.
- Who uses it: Professionals, corporates, startups, associations, B2B businesses.
- What it works well for:
  - Professional/career sharing & Personal profile building
  - Building new networking relationships
  - Staying connected with past business contacts/colleagues
  - Researching people & companies
- Value to Small Business - B2B businesses more than B2C
- Positives - 330 million users - most effective network for distributing B2B content - 50% of companies more likely to buy from a company they engaged with on Linkedin.
- Negative - Narrow focus - Paid ads very expensive

IS LINKEDIN A MATCH FOR YOUR SWEETSPOT PERSONA?

Pros	Cons
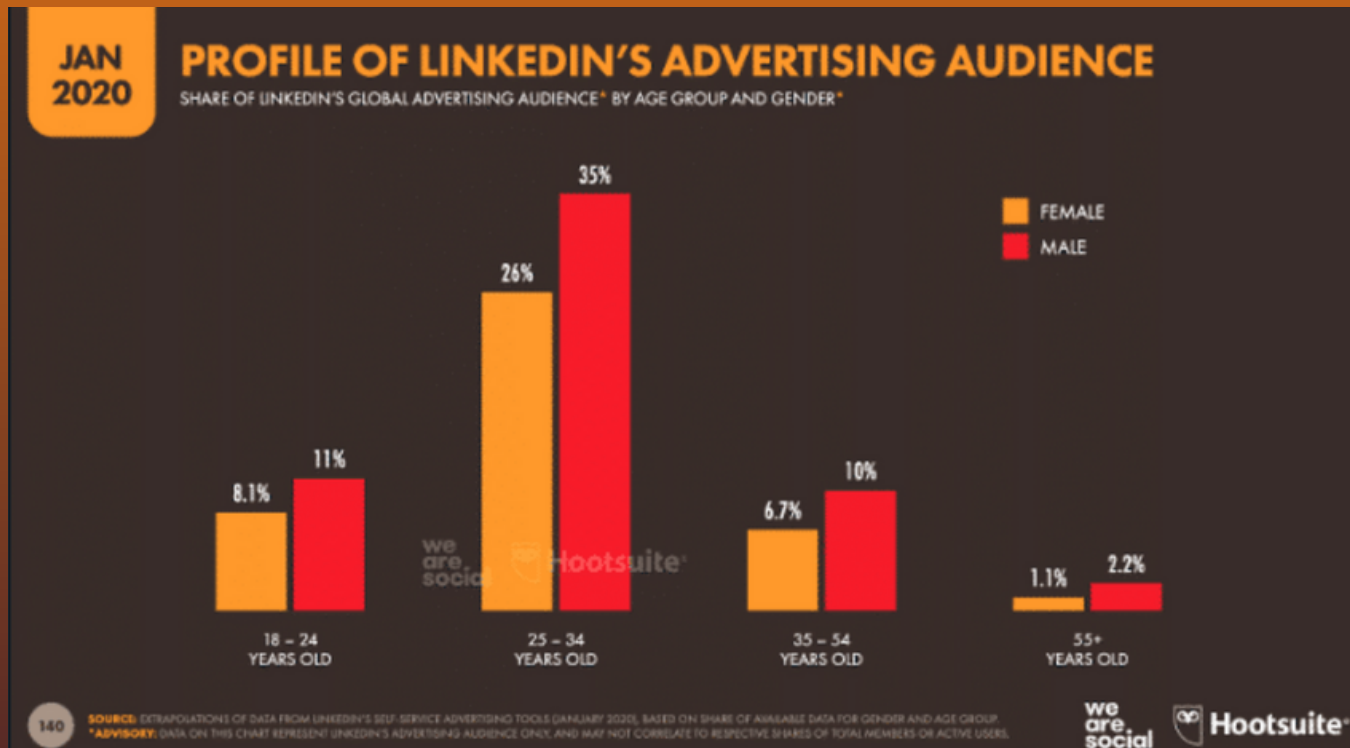
Source: Hootsuite

BASIC LINKEDIN FUNCTIONS - PERSONAL PROFILE
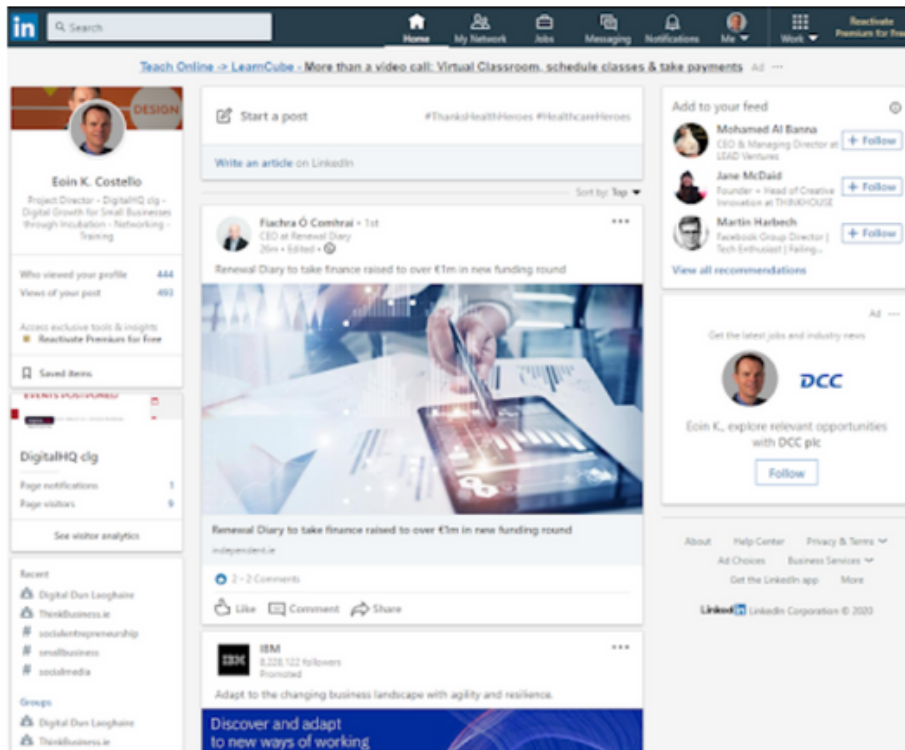
BASIC LINKEDIN FUNCTIONS - PERSONAL PAGE

- Connections - My Network
- Connection Request - Include a note and visit the person's profile in advance.

EXERCISE - Send a connection request to Eoin Killian Costello profile on Linkedin and to the people in our workshop

BUSINESS PROFILE

Like Facebook business pages, you may choose to follow the activity and updates of companies on LinkedIn.

[Digital HQ clg Company Page](#)

BASIC LINKEDIN FUNCTIONS
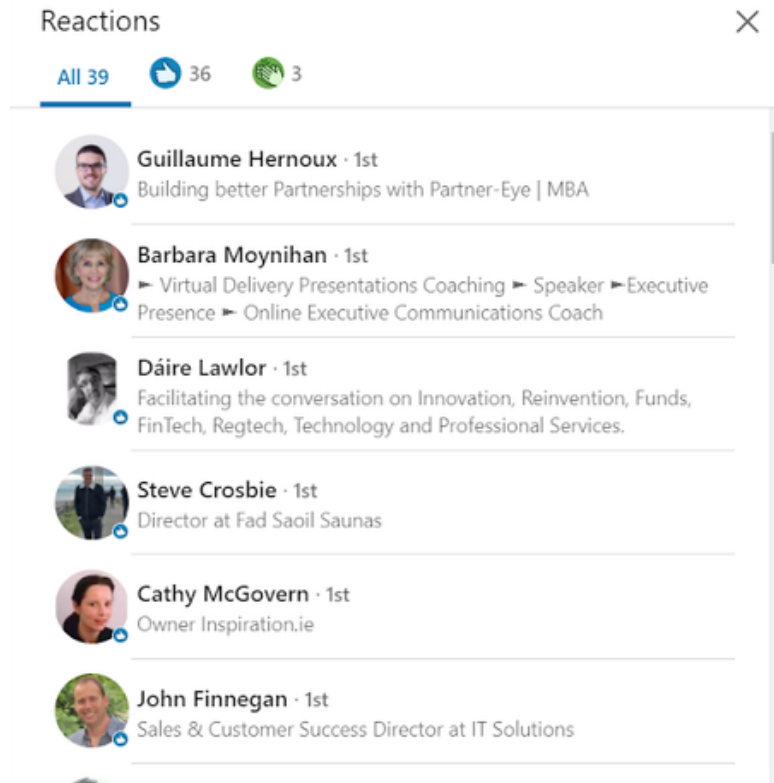
POSTING

Mentions - Like Twitter, you can mention others in your LinkedIn updates.
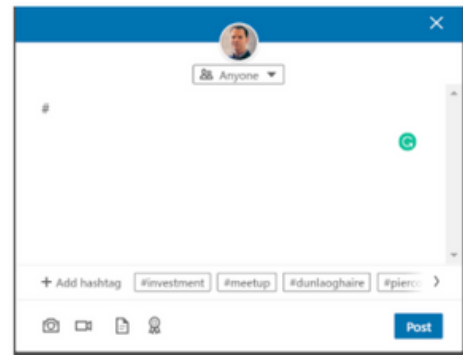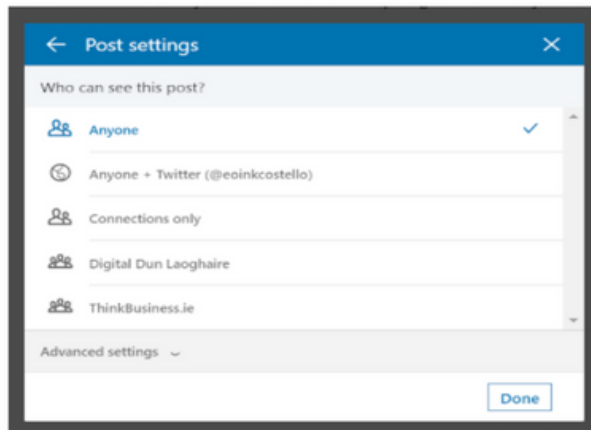
Exercise - Like & Comment on our group post by promoting your own business in your post indirectly.

HOW TO PUBLICLY CHECK POST INTERACTIONS

BASIC LINKEDIN FUNCTIONS

Degrees – This shows how you potentially/are connected to a person even if it's through a number of people.

Endorsement - Is similar to LIKES on Facebook and Twitter.
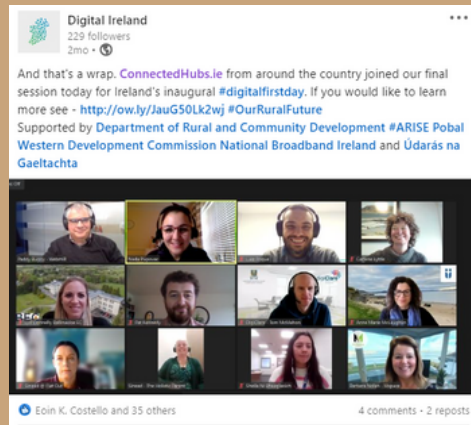
FUNCTIONS - BUSINESS PAGE ANALYTICS

LINKEDIN WHAT'S IT ALL ABOUT?

IMPRESSIONS → **CLICKS** → **CLICK THROUGHS**

Click throughs to your website:
- From your bio
- From posts
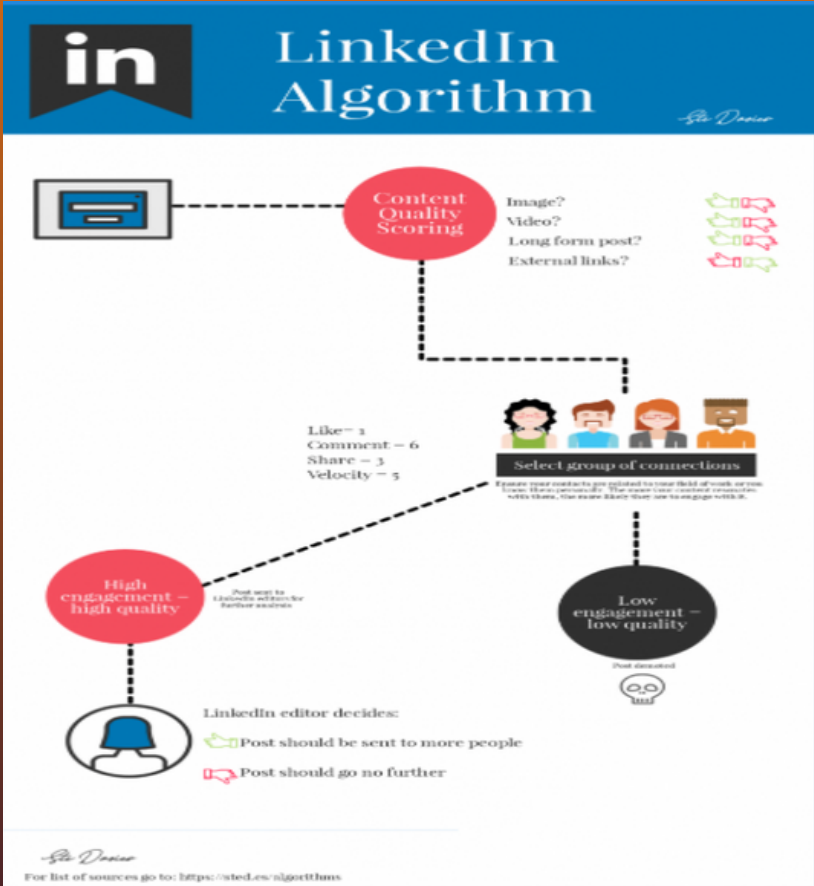
STEP 1   **STEP 2**   **STEP 3**

GETTING CLICKS THROUGH WORKING THE ALGORITHM

Step 1 - Is about getting good VIEW rates

Step 2 - Is about getting good engagement

Step 3 - Including shortlinks and calls to action

STEP 1

How to increase views
in LINKEDIN

HOW TO INCREASE VIEWS

For Small Business owners
1. Leverage your personal network - share updates on your business in your stream
2. Your business page - Useful, free option but little organic traction

LINKEDIN WHAT'S IT ALL ABOUT?

IMPRESSIONS → **CLICKS** → **CLICK THROUGHS**

Click throughs to your website:
- From your bio
- From posts

STEP 1   **STEP 2**   **STEP 3**

THINGS THAT ARE KEY TO GETTING VIEWS

1. Time you post
2. Including an image or video
3. The number of 'Connections' or Business Page Likes you have
4. Length of post
5. Hashtags you use

1. TIME YOU POST

Linked in

LinkedIn is for professionals, and they tend to use it during working hours.

Best Times to Post:

7:30–8:30 a.m., 12:00 p.m. & 5:00–6:00 p.m.
on Tuesdays, Wednesdays & Thursdays

10:00–11:00 a.m. on Tuesdays

3. INCREASING YOUR CONNECTIONS

A good Linkedin profile is essential to -

- Encouraging connections to accept your request

- Appearing in Linkedin Searches

It's important to complete your profile to the best of your ability. LinkedIn measures your "profile strength" from 0-100%.

The higher your profile completeness, the more likely you are to appear in search results.

Photo credit: Canva License
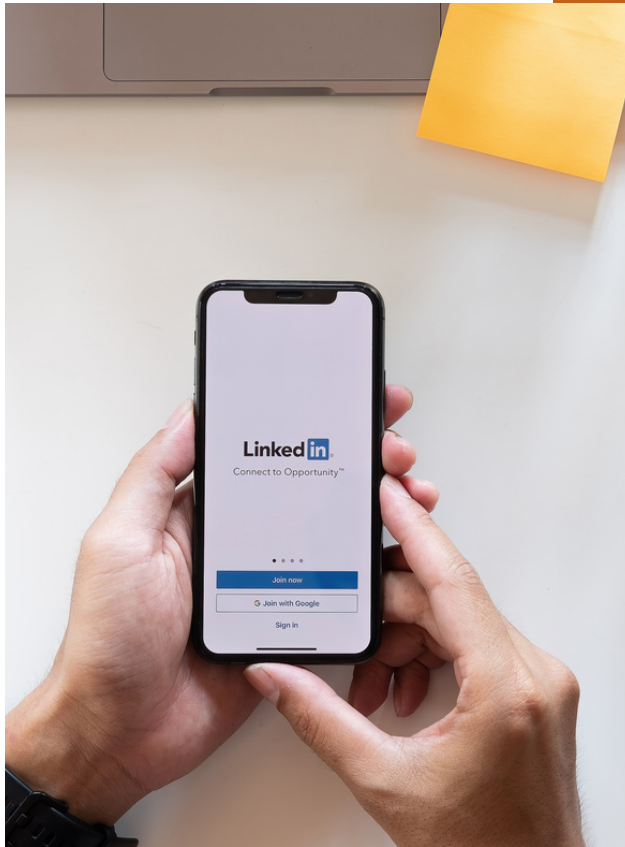
BASICS OF A GOOD LINKEDIN PROFILE

ELEMENTS OF A STRONG LINKEDIN PROFILE

- **Your Profile Picture** – Put your best face forward with a professional headshot.
- **Your Name** – Use your real name only. Profiles are personal names only not business names, keywords.
- **Your Headline** – This is one of the best fields for keyword optimsation in LinkedIn's internal search. For example, if you're a lab equipment supplier, then be sure to include the type of equipment in your headline.
- **Your summary/ABOUT** - Who you are and what your attributes are, a personal statement.
- **Your Current and Past Experience** – Job titles are key in these areas as they also contribute to the keyword optimisation of your profile. Be sure to include keyword optimised job titles with your job experience listings.
- **Your Education** – List your highest level of education you have completed along with activities and societies you have participated in at your school or university.
- **At least 50 connections**

HANDY TOOL TO HELP YOU WRITE YOUR SUMMARY

WAYS TO INCREASE YOUR CONNECTIONS

- Send connection requests to all that engage with your posts - see Notifications
- Connect to all that view your profile
- https://www.linkedin.com/mynetwork/ - suggestions of people you may know
- Connect with your email accounts

Analytics
👁 Private to you

62 profile views
Discover who's viewed your profile.

349 post impressions
Check out who's engaging with your posts.

31 search appearances
See how often you appear in search results.

@ DIGITAL
Dún
Laoghaire

STEP 2

How to increase engagement in LINKEDIN

WHY ENGAGEMENT MATTERS

For Google algorithm linkages is a key determinant on where you get displayed.

For social media algorithms engagement (likes, comments and shares) are like links, they boost the post into more people's streams as a sort of snowball effect.

LINKEDIN WHAT'S IT ALL ABOUT?

IMPRESSIONS → **CLICKS** → **CLICK THROUGHS**
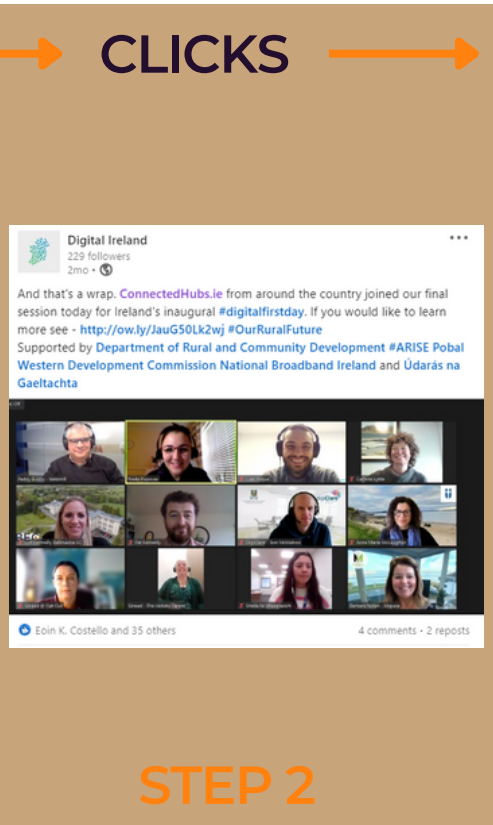
Click throughs to your website:
- From your bio
- From posts

STEP 1   **STEP 2**   **STEP 3**

ENGAGEMENT SCORES GIVEN BY LINKEDIN TO POSTS

Like = 1
Comment = 6
Share = 3
Velocity = 5

STEP 2 - GETTING ENGAGEMENT

1. How you write your post
2. How long it is - it gets truncated after 180 characters
3. How your frame your image
4. Who you tag visibly and invisibly

HOW YOU WRITE YOUR POST

Informational Question →

Website Link →

← **Answer**

← **Call to action**

4. TAGGING - MAKING LIFE EASY FOR YOURSELF

Use an Excel sheet to build your list of social media stakeholders

CREATE A POST EXERCISE

Posts get truncated after 34 words 217 character So use wordcounter.net
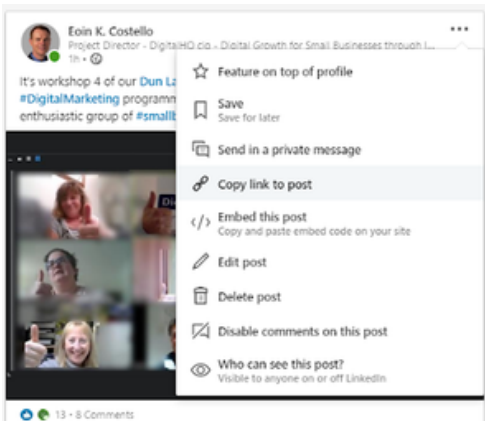
CHECKLIST

- **Starts with an informational question that targets your sweetspot customer directly**
- **Focus on their clinchers in choosing your offering**
- **Has an image**
- **Has a Call to action**
- **Tags people in the Comment/Reply under your post**
- **Uses at least 2 hashtags**

PART 4 - SECTION 36

TURNING YOUR LEARNING INTO ACTION

- MAKING DIGITAL MARKETING DELIVER FOR YOU
- WHICH PLATFORM IS THE BEST FIT FOR YOUR BUSINESS
- SETTING YOUR BUDGET

NOT ACTING ON THE POTENTIAL

Small businesses are overwhelmed by social media, keeping them from realizing its full potential
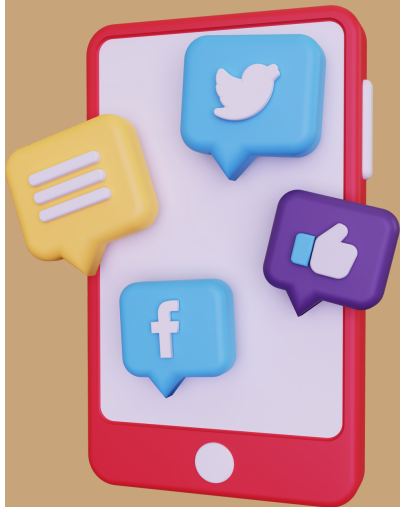
Costs too much
Don't have the staff

Don't want to share everything

Doesn't help me or my business

Missing lead

No way to manage negative commentary

Too many sites to manage

Information overload

Don't know where to start

Disclosing confidential information

MAKING DIGITAL MARKETING DELIVER FOR YOU

MAXIMISING YOUR IMPACT

MAXIMISING YOUR ENGAGEMENT

MEASURING YOUR SUCCESS

STEP 1

STEP 2

STEP 3

Photo credit: Canva License

STEP 1

Maximising your impact for your digital marketing work

STEP 1 - MAXIMISING YOUR IMPACT

1. **Focus your efforts** - Choosing the best fit of the platform for your sweetspot customer
2. Make sure your Digital Marketing engine is working.
3. Accelerate what gets traction with Paid Ads

FOCUS YOUR EFFORTS

All successful strategies require tradeoffs

FOCUS YOUR EFFORTS

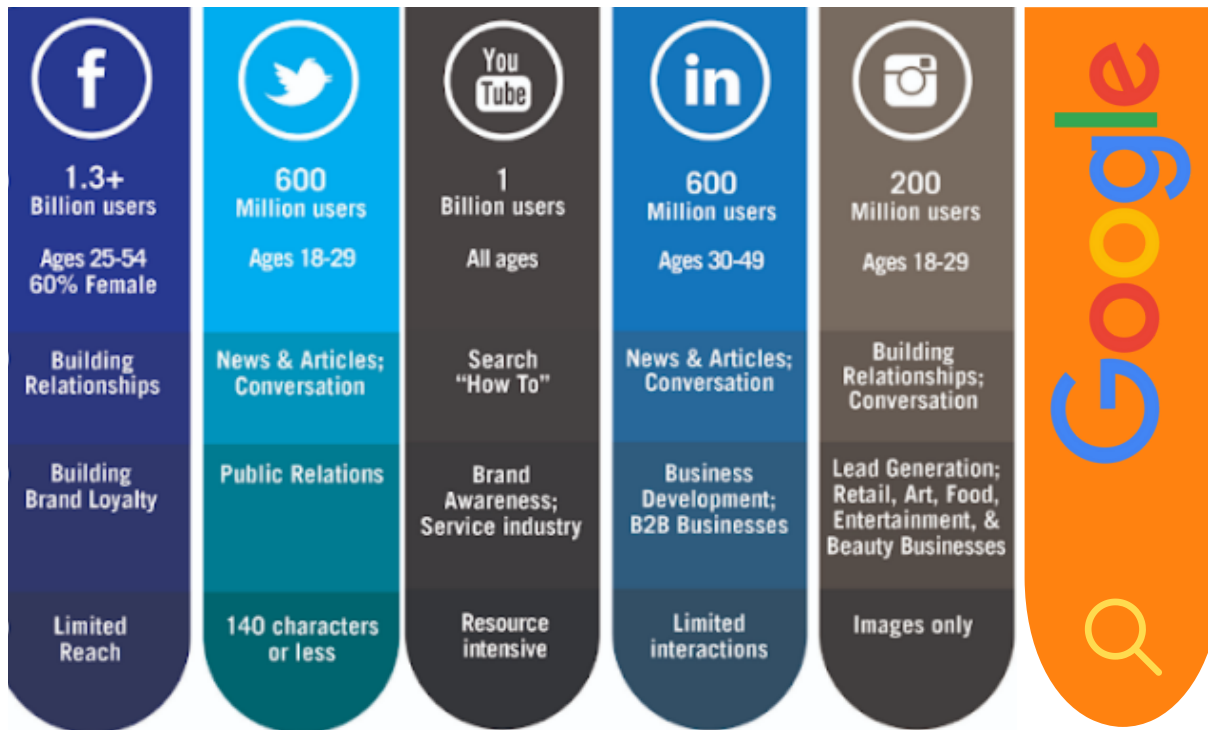| Facebook	Twitter	YouTube	LinkedIn	Instagram
1.3+ Billion users	600 Million users	1 Billion users	600 Million users	200 Million users
Ages 25-54 60% Female	Ages 18-29	All ages	Ages 30-49	Ages 18-29
Building Relationships	News & Articles; Conversation	Search "How To"	News & Articles; Conversation	Building Relationships; Conversation
Building Brand Loyalty	Public Relations	Brand Awareness; Service industry	Business Development; B2B Businesses	Lead Generation; Retail, Art, Food, Entertainment, & Beauty Businesses
Limited Reach	140 characters or less	Resource intensive	Limited interactions	Images only

Google

FOCUS YOUR EFFORTS

	Facebook - Image and story driven	Twitter - Image and news driven	Youtube - Video and Content driven	Linkedin - Personality & information driven	Instagram	Google Search - Your website
Main reason people are there	Connect & bond with others	Staying informed in real time	Entertainment	Professional networking	Win social acceptance and approval	Reduce uncertainty

DIGITAL
@ Dún Laoghaire

WHICH PLATFORM IS THE BEST FIT FOR YOUR SWEETSPOT CUSTOMER?

WHICH PLATFORM IS THE BEST FIT FOR YOU?

- Which did you find most engaging? Intrinsic motivation is important.

- Where do your sweetspot customers hang out?

- Which platform best suits your offering?

2. MAKE SURE YOUR DIGITAL MARKETING ENGINE IS WORKING
Deepen your expertise on that platform - figure out what 'Marketing Message framework' is most effective on that platform.

MAKE SURE YOUR DM ENGINE IS WORKING

1. Who is your message for?

Sweetspot persona

2.What do you want them to do?

Target Action matches their need state

3.What is your message?

Your value proposition - Clinchers V Threshold

4. Will they get your message?

- Impressions
- Clicks
- Hurdles to overcome
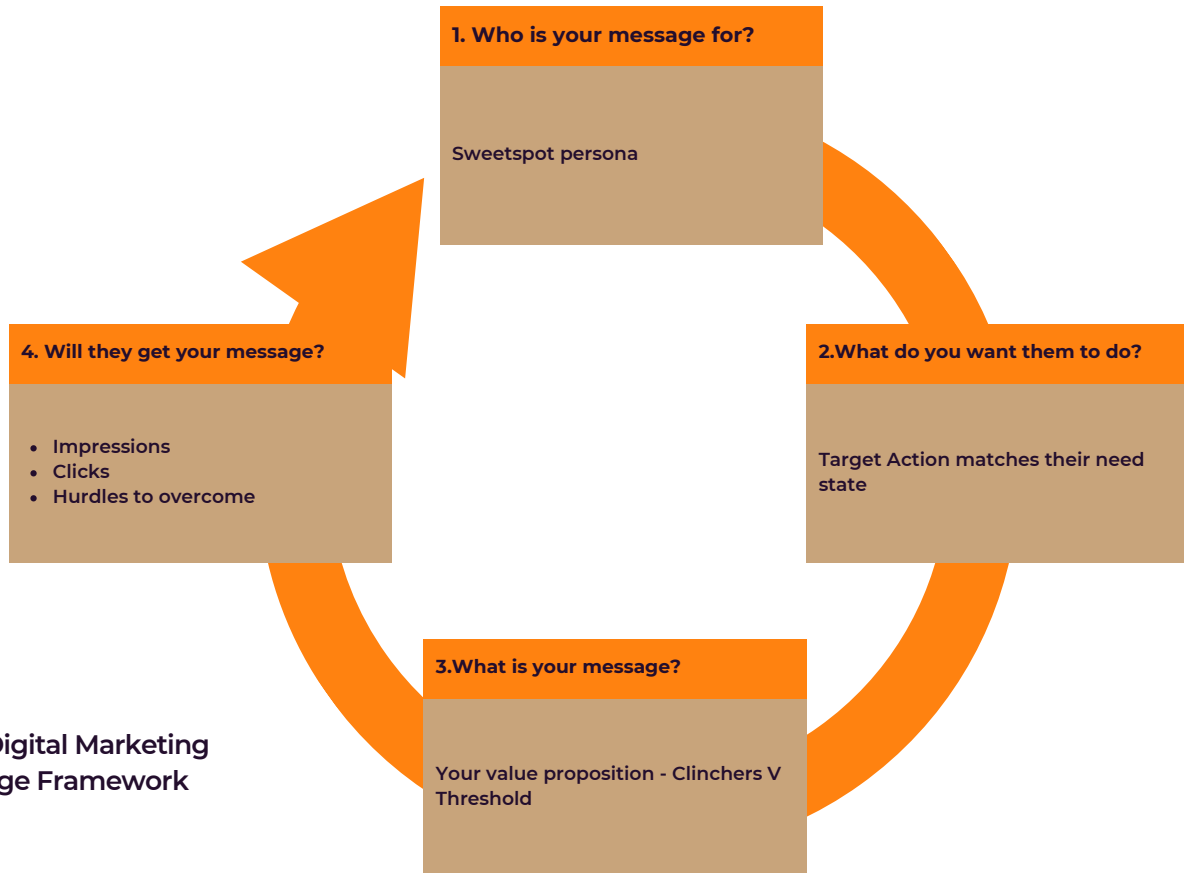
Your Digital Marketing Message Framework

@ DIGITAL
Dún
Laoghaire

3. ACCELERATE WHAT GETS TRACTION WITH PAID ADS

Only pay for ads when you have a hit on your hands

Boost your best organic content
Content that has really resonated with your audience, and pay to show it to new eyes.

Target your ads to people similar to your organic audience
Most social platforms offer the ability to create lookalike audiences based off of your best customers, as you describe them. A lookalike audience will be composed of people with similar demographics and behaviors, but who haven't seen your content yet.

BENEFITS OF ORGANIC VS. PAID SOCIAL MEDIA

Organic

Brand awareness

Customer service

Relationship building

Gain new customers and followers

Promote quality content

Research your target audience

Paid

Reach a larger audience

Target ideal customers

Drive leads and conversions

DIGITAL
@ Dún
Laoghaire

STEP 2

Maximising your engagement

Photo credit: Canva License

MAKING DIGITAL MARKETING DELIVER FOR YOU

MAXIMISING YOUR IMPACT

MAXIMISING YOUR ENGAGEMENT

MEASURING YOUR SUCCESS

STEP 1

STEP 2

STEP 3

DIGITAL Dún Laoghaire

STEP 2 - MAXIMISING YOUR ENGAGEMENT

1. Starts with You - Changing your habits in respect of digital marketing
2. Make it Easy - Trello - Hootsuite - Upwork
3. Content Plan that aligns with you - Creating situations that lend themselves to posts that resonate with your sweetspot customer

CHOOSING WHAT DIGITAL MARKETING ACTIVITIES TO CONTRACT OUT

1. Activities that must be performed for the future growth of your business.
2. Activities that don't move you, where the skill set isn't one you have the desire or determination to master.
3. Activities where the hourly rate paid to a freelancer is 50% lower than your business hourly rate.

STEP 2 - MAKE IT EASY

It's about making your digital marketing process as painless as possible

- Use a straight forward project management tool like Trello

- Automation - with tools like Hootsuite

- Contracting it out - UpWork

STEP 2 CONTENT PLAN THAT ALIGNS WITH YOU

STEP 2

Measuring Your Success

MAKING DIGITAL MARKETING DELIVER FOR YOU

MAXIMISING YOUR IMPACT → **MAXIMISING YOUR ENGAGEMENT** → **MEASURING YOUR SUCCESS**

STEP 1

STEP 2

STEP 3

SETTING YOUR BUDGET

Factor in all your costs:

In order to have an effective digital marketing Strategy you must have an agreed budget.

6 Key Factors to consider:
1. Social Advertising spend.
2. Equipment – Digital cameras, smartphones etc.
3. Digital media costs (Blog hosting, Content, Creatives).
4. People Costs (Internal or External/Freelancers).
5. Digital Marketing Tools and software. Eg. Email software,
6. Listening, Scheduling, Measuring tools and video editing software.

EXPLANATORY NOTES FOR SLIDES IN PART 4

- **Part 4 Section 31 - Screenshot of the cover of Enterprise Ireland's The Market publication features our research findings on human device interactions.**

AND FINALLY...

> **Plans are only good intention unless they immediately degenerate into hard work**
>
> PETER DRUCKER