



Digital Marketing @ BDC

OACFDC 23rd Annual
Conference

September 13th, 2016



Agenda

1. Who we are
2. Digital has changed Marketing
3. The big picture of Digital Marketing @ BDC
4. Digital outreach activities
5. Content Marketing & Nurturing
6. Conversion
7. Analytics



01.

Who we are

Canada's development bank.





We help entrepreneurs succeed



Flexible financing

Get a business loan
that works for you.

Advisory services

Run a better and more
profitable business.

Smart capital

Access specialized financing
and investment solutions.

**We are where
entrepreneurs
need us to be**



● BDC Business Centres ● BDC Clients

42,000+
entrepreneurs

110+
BDC business centres

2,100
BDC employees

We work with entrepreneurs in all industries



→ A snapshot of our clients' industries (as at 31 March 2016)



manufacturing
23%



retail
11%



construction
9%



transportation
and storage
6%



tourism
12%



commercial properties
10%



wholesale trade
9%



others
21%



02.

**Digital has
changed
Marketing**

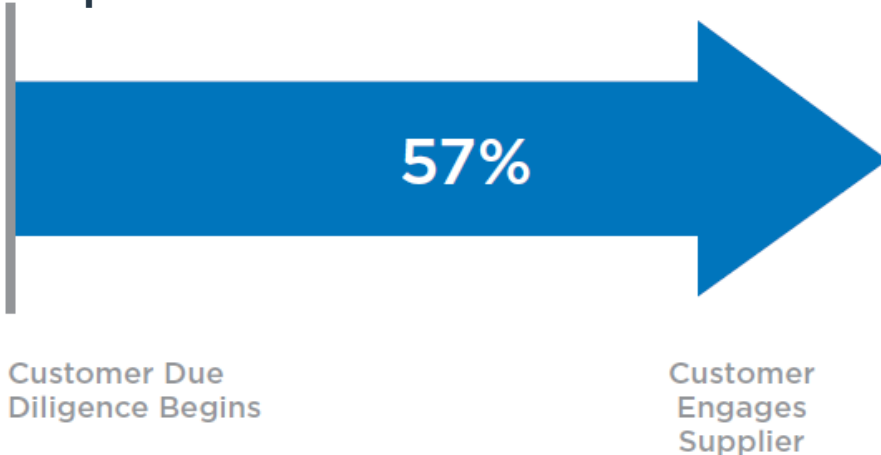


The entrepreneur's journey starts earlier...



The client's decision process is now less dependent upon the first contact with the provider's representative.

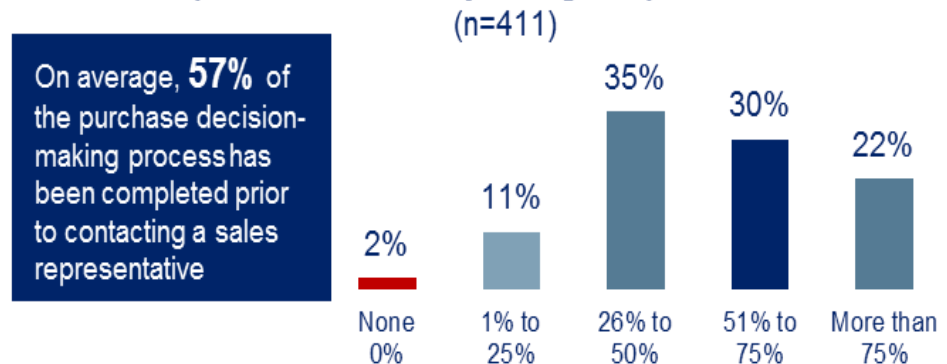
57% of research & selection process is done before contacting a representative.



© 2012 The Corporate Executive Board Company. All Rights Reserved.

Source : Corporate Executive Board, 2013

On average, what percentage of the purchase decision-making process have you completed prior to contacting a supplier sales representative directly for a given product or service?

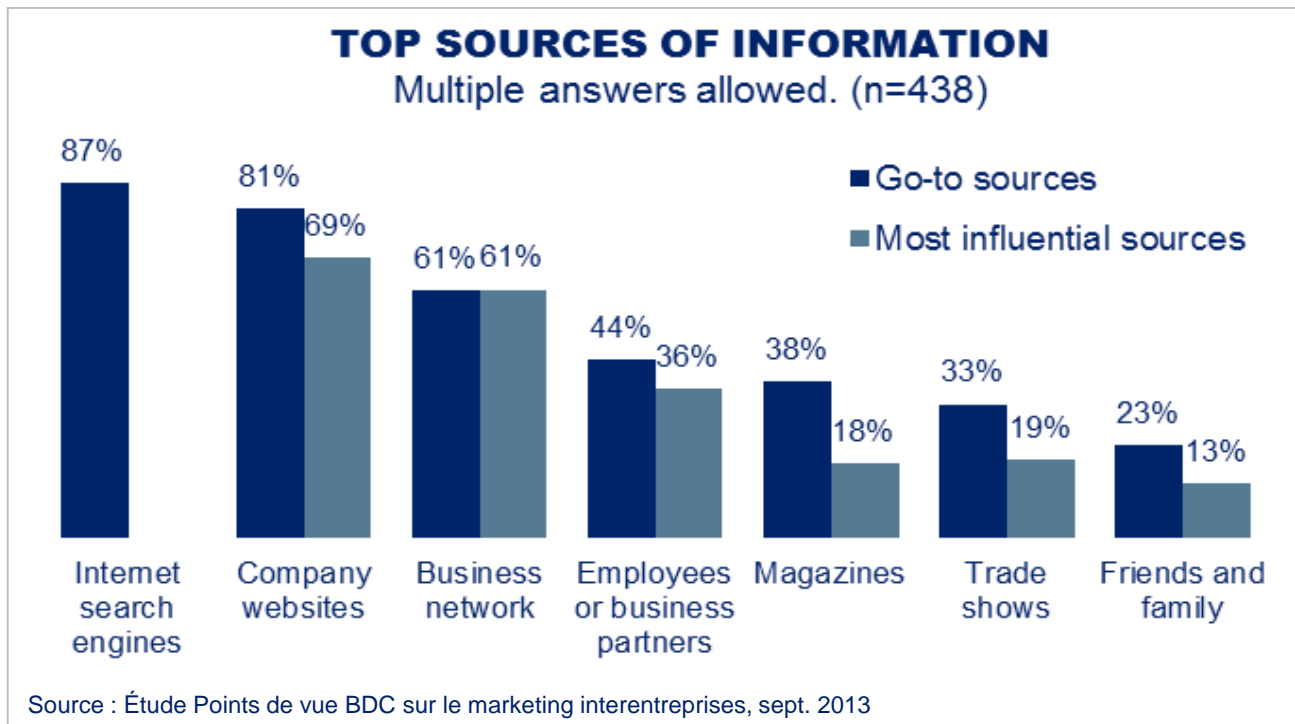


Source : Étude Points de vue BDC sur le marketing interentreprises, sept. 2013



Evolution of purchase process: Sources of information

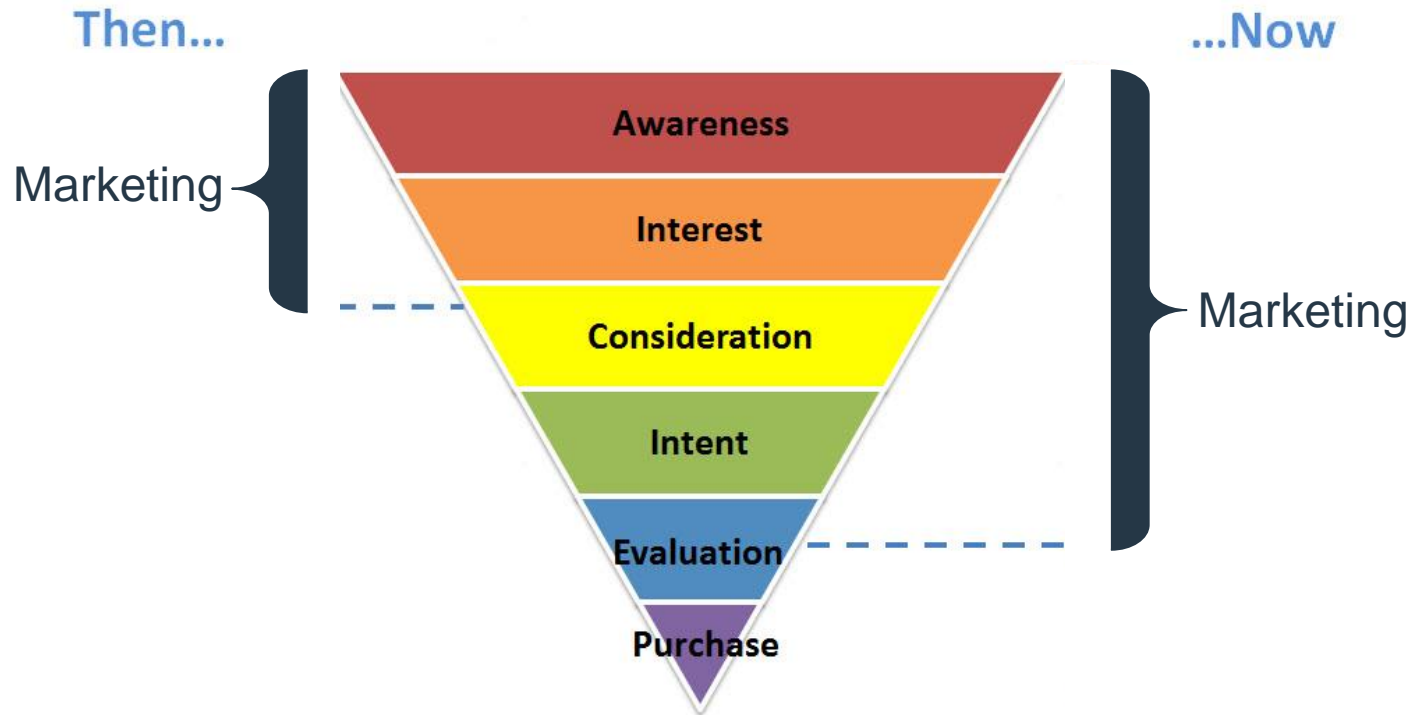
- > Most resources used to select a service provider are indirect, without contact with the provider.
- > First impressions provided by website and word of mouth are of the utmost importance.





Marketing & Sales must work more closely

The New Marketing & Sales Funnel




Crédit : lopazelasane.com/how-to-stuff-your-marketing-funnel-full-of-potential-buyers-and-create-a-pipeline-of-prospects-ready-to-spend-money/

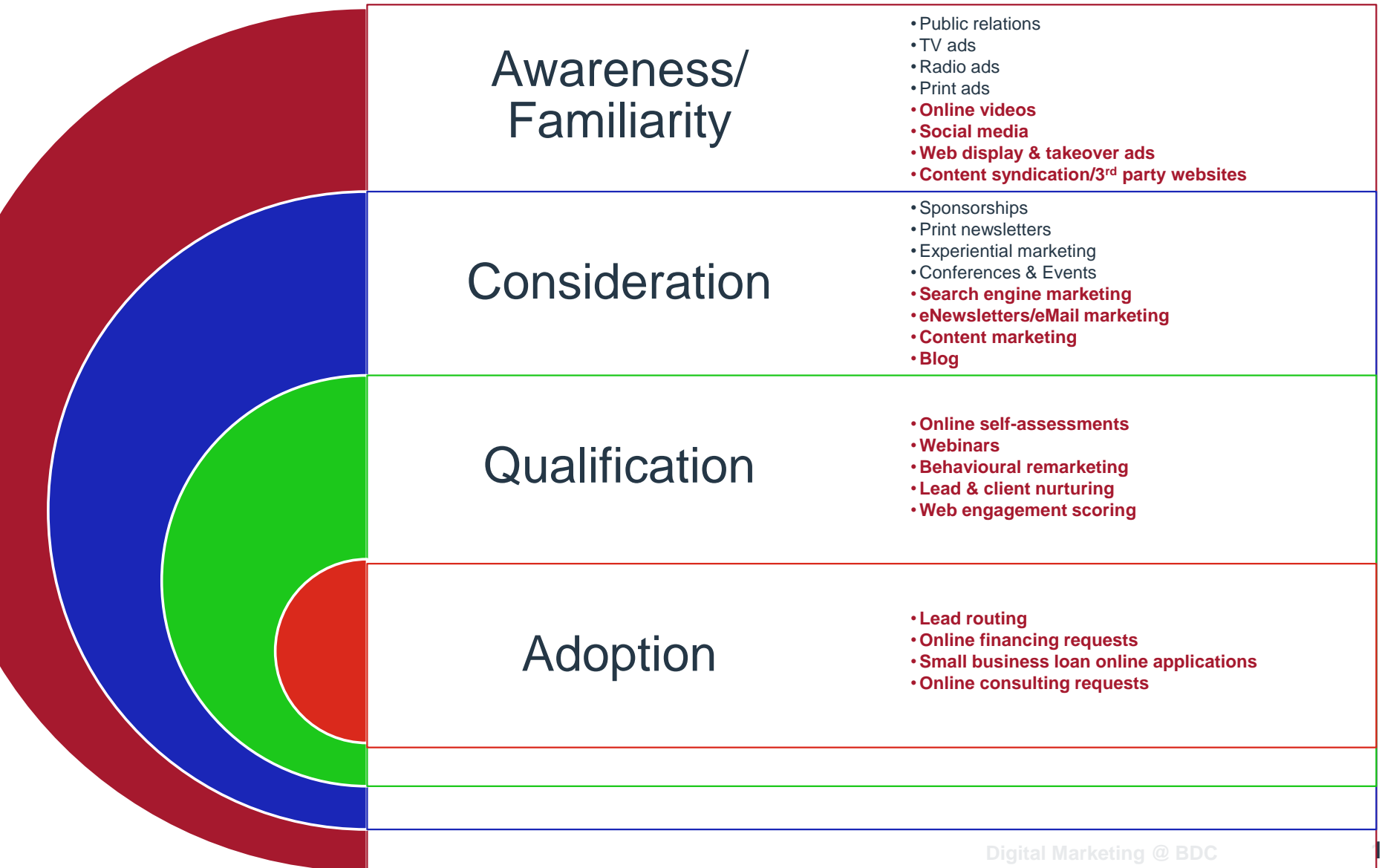


03.

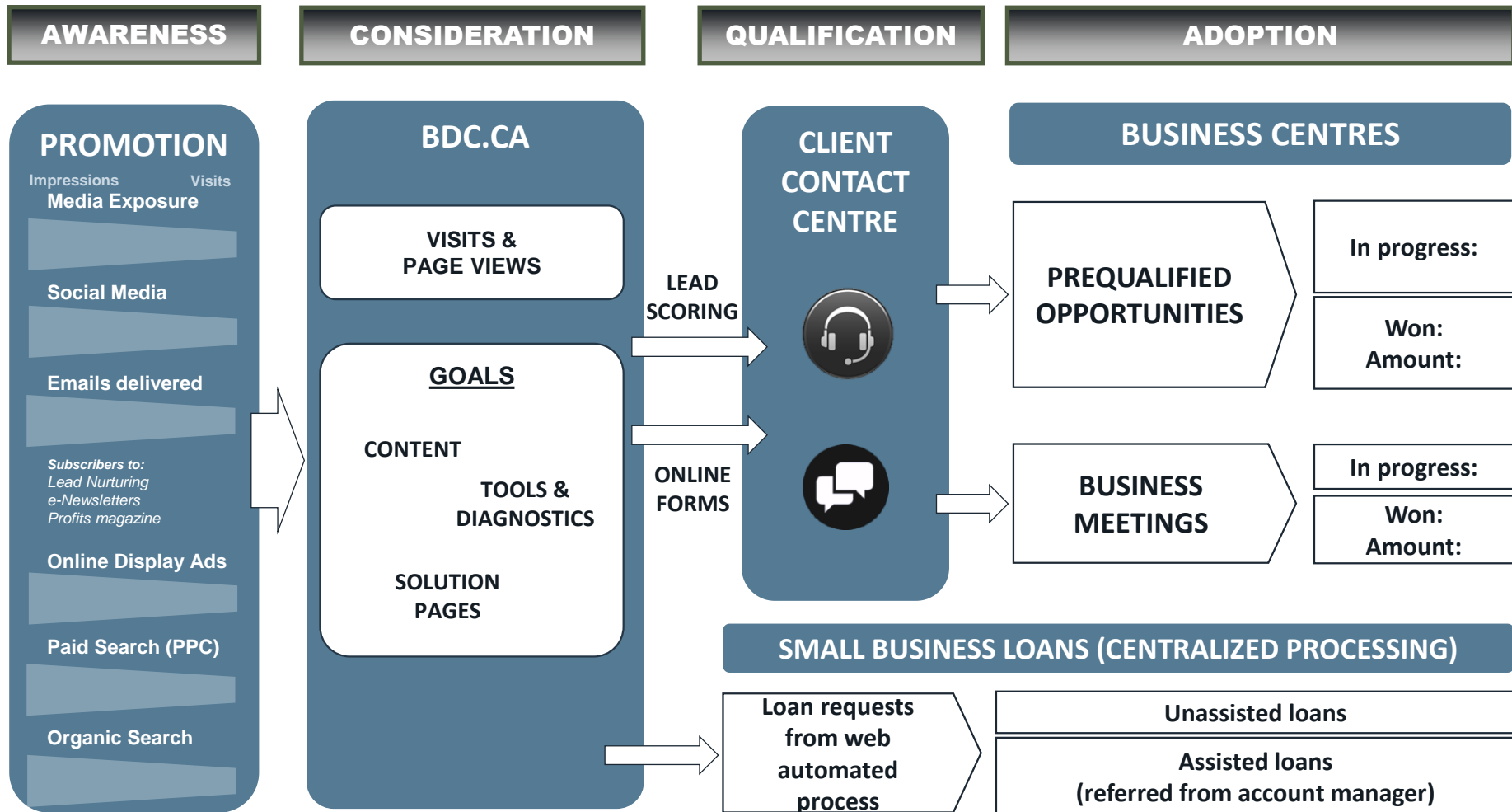
**The big picture of
Digital Marketing
@ BDC**



Digital channels in the marketing mix



Demand Generation & Lead Management: BDC's digital framework





04.

**Digital outreach
activities**



Search engine marketing (SEM)

Paid and non-paid search

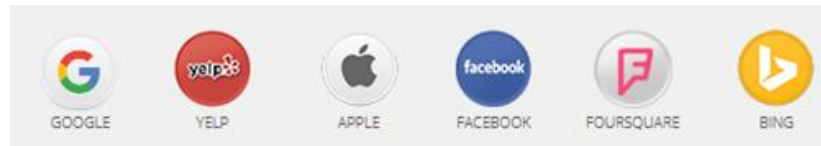


- Significant efforts have been made in search engine optimization (SEO) to increase organic traffic to BDC.ca coming from search engines such as Google
- This traffic is the most sought-after, because it comes with a specific intent at a specific time, when the online search is made
- You need to optimize your web pages by using the terms used by your target market to find what you have to offer
- If you are local, don't forget to mention your geography (city, town, village, county, etc.) in your pages as well

Local search engine optimization



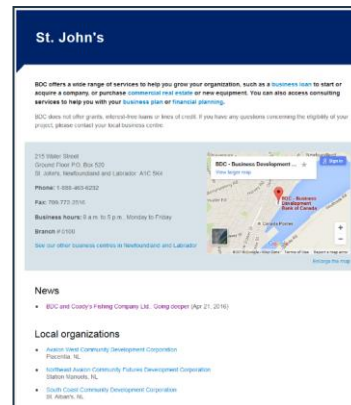
- Online local listings (such as the online Yellow Pages) can be updated in real-time through a location management platform used by BDC (subscription-based cloud service)
- Covers over 30 online directories, including:



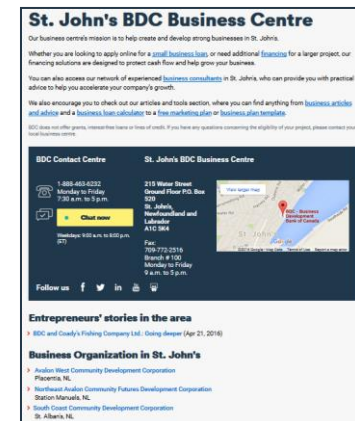
- Optimized all **130+** business centre/office pages, including:

- Some local content
- Online chat feature

BEFORE



AFTER



Email marketing



→ Email publications

- Users subscribed to BDC monthly newsletters
- Open rate which is a metric to follow closely, as well as click-through rate (CTR)

→ Email nurturing

- Non-clients subscribing to our lead nurturing list
- Gather express consents on a continuous basis
- Proposed free content brings visitors back to BDC.ca for progressive profiling form completion



Social media



→ Active daily across 4 platforms:



- Choose networks that are optimal for your B2B social marketing, where your clients and target market are present.

→ Other platforms where BDC is present:



Google+



Foursquare



Slideshare

Referral and display advertising



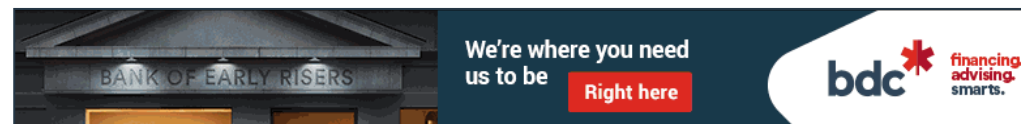
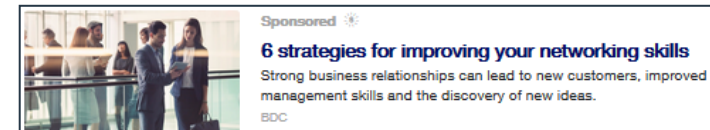
→ Referrals

- Encourage partners to link to your website. It will increase your ranking in search engines results (Google)
 - Accounting for **14%** of visits to BDC.ca



→ Display advertising

- Useful to improve awareness of your organization and understanding of your value proposition
- Less efficient for conversion since it is rarely timed with the intent of the targeted entrepreneur
 - Accounting for **11%** of visits to BDC.ca

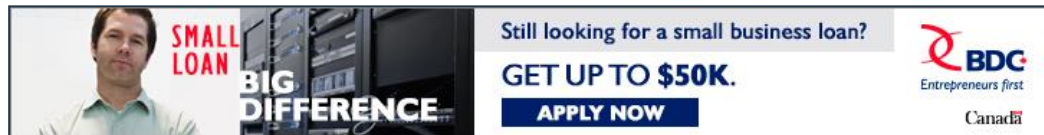


Behavioral retargeting



→ A portion of BDC online advertising is targeted to entrepreneurs based on their previous visits.

→ In F2016 we got many online financing and consulting mandate requests from users that didn't convert on their first visit



Example of a banner ad



→ Blog posts:

- From BDC bloggers showing their expertise and thought leadership
- Average post length of **600-800** words
- Covering **4** categories so far

- Economic Perspective
- Marketing & sales
- Operational Efficiency
- Technology

→ Visits up 51%, year over year (YoY)

▪ Promoted through:

- Social media
- Native ads
- BDC.ca
- InBusiness\$
- BDC Zone
- BDC Weekly
- Bloggers' social media networks

The screenshot shows the BDC Blog website. The header includes the BDC logo, a search bar, and a 'Connect client access' button. The navigation menu lists 'financing', 'advisory services', 'capital', 'articles and tools', and 'about BDC'. The main content area is titled 'BDC blog' and includes a brief introduction and an encouragement to participate. Below this is a 'Recent posts' section with five entries, each featuring a thumbnail image, a date, a category, the author, and a title. The posts are: 1. 'How a performance dashboard can help you achieve continuous improvement' (July 4, 2016, Operational Efficiency, Ashay Gupte); 2. 'If you're marketing without a plan, you're just doing "stuff"' (May 16, 2016, Marketing and Sales, Chris Cornea); 3. 'Small businesses are failing at content marketing (Or is it failing them?)' (April 25, 2016, Marketing and Sales, Chris Cornea); 4. '5 ways you're messing up your marketing (and how you can fix it)' (April 4, 2016, Marketing and Sales, Kavley Brooks); 5. 'Futur(e)space – Fostering Innovation in Canada' (March 14, 2016, Technology, Salas Chagnas).



05. **Content Marketing & Nurturing**

BDC's free content for entrepreneurs



→ Articles & tools section

600+ article and tools

10
eBooks

60
reports

2
templates

2
assessments

11
tools

25
videos

→ Upcoming improvements:

- Additional articles
- Key term definitions
- More rich media
 - Videos
 - Infographics
 - eLearning modules
- Additional tools
- Additional self-assessments
- Better search engine

Articles and tools

Search

How to create X

TOP QUERIES

- Create a business plan
- Create opportunities
- Create sales plan
- Create Website
- Create other

> View all results

POPULAR CHALLENGES

- > How do I prepare business plan
- > Growing my network
- > Developing my sales strategy
- > How do I create a website
- > Defining my target market

SEARCH

What cha

Start or bu
a business

Money
and financ

Technology [Detail >](#)

Business today?

Marketing, sales
and export [Detail >](#)

Operations [Detail >](#)

Change of
ownership [Detail >](#)

Entrepreneurial
skills [Detail >](#)



Search

How to create a website x

SEARCH

- All results (23)
- Topics (2)
- Articles (13)
- Tools (2)
- Publications (2)
- Videos (3)
- e-Learning (1)

Result 1 - 10 of 23



1. Building your website | ARTICLES



Should you create your company's [website](#) or hire a web developer or agency to do the job for you? With the proliferation of inexpensive DIY platforms such as WordPress, Squarespace and Shopify creating your own [website](#) has never been easier, even for a company with no IT staff.

2. How to improve your business's website | ARTICLES



In today's business world, your [website](#) is like your storefront. It's one of the main ways customers are finding you and forming an impression about you. A properly designed site is especially important if your business is growing and you are trying to improve your profile.

3. Top 10 questions for a website developer | ARTICLES



Entrepreneurs often make the mistake of hiring a website developer before they've done their homework. That's the consensus of entrepreneur Stephen Leves and consultant Jennifer Colley, who

4. How to leverage the marketing power of the Internet | VIDEOS



In this special webinar, [web](#) marketing expert Ravi Dindayal will explain why it's better for small and medium-sized [businesses](#) to focus on

- Start or buy a business
- Business strategy and planning
- Money and finance
- Marketing, sales and export
- Employees
- Operations
- Technology**
 - Invest in technology
 - Create your website**
 - Find free to low-cost software
- Change of ownership
- Entrepreneurial skills
- Entrepreneur's toolkit

Search articles and tools

Building your website: Do it yourself or hire a pro?

Share 2 0

Should you create your company's website or [hire a web developer or agency](#) to do the job for you?

With the proliferation of inexpensive DIY platforms such as WordPress, Squarespace and Shopify creating your own website has never been easier, even for a company with no IT staff.

On the other hand, a developer or agency can bring you a lot of added value. For example, professionals can make sure your site is easy for visitors to use and is optimized to rank higher in search engine results.

"Both approaches have pluses and minuses. The choice comes down to how much time and money you have," says BDC Business Consultant Martin Wiedenhoff, who advises entrepreneurs on [online marketing \(def.\)](#).

Wiedenhoff offered these pros and cons of each option.

DIY website

Pros—[DIY platforms](#) are much less costly than hiring a professional to create your site. Using them is also fairly simple thanks to user friendly software, how-to guides, discussion forums and tutorials. They can be upgraded as you expand. And you don't need to deal with a call for bids to find a professional to design your site.

Cons—Building a good-quality DIY site takes much more time than if a web developer does it for you. You have to research which platform to use and learn how it works. Then, you have to add content, update it regularly and optimize the site to rank higher in search results.

You also risk hurting your brand if your site doesn't end up looking professional or isn't easy to use. While you don't need programming skills, you should be comfortable with computers and the Internet.

A DIY site also won't work as well if you have many products or complex requirements, such as the need to integrate your site with other business systems such as accounting and inventory management.

Related topics

[How to find the best Internet address for your business](#)



articles & tools

Start or buy a business

Business strategy and planing

Money and finance

Marketing, sales and export

Employees

Operations

Technology

Change of ownership

Entrepreneurial skills

Entrepreneur's toolkit

- Business assessments
- Ratio calculators
- **Templates and business guides**
- eBooks
- Publications
- In Business\$
- Monthly Economic Letter
- Profit\$ Magazine
- Oil Market Update
- Manage my email subscriptions
- Webinars
- iPhone application

Blog

Online marketing

Share

Online marketing (also called Internet marketing or web marketing) is marketing and advertising on the Internet aimed at building awareness about a company's products, services or brand, drive traffic to its website and increase sales.

Companies use many different online marketing strategies, including the following:

- **Pay-per-click (PPC)** (def.)—Paying to have ads appear on search engines like Google when users search on keywords related to a company's products or services.
- **Banner advertising**—Paying to place ads on other organizations' websites.
- **Search engine optimization (SEO)** (def.)—Making sure the company website uses keywords and other techniques to rank highly in search engine results.
- **Content marketing** (def.)—Publishing online content (e.g., blogs and social media posts) on topics of interest to customers.
- **Email marketing**—Emailing promotional business information or offers to prospective or existing customers.
- **Social media marketing** (def.)—Posting content and advertising on social media platforms such as Facebook, Twitter or LinkedIn to become better known and promote products or services.

More about online marketing

All online marketing has a cost, but some forms have a more direct cost than others—e.g., pay-per-click versus SEO. However, even SEO costs a company time and effort, which should be considered marketing expenses.

For more information on online marketing, read [BDC's online marketing eBook](#).

Find more in our [Glossary](#)



Related definitions

- > [CPC](#)
- > [Web analytics](#)
- > [Search engines](#)

Share

articles & tools

[Start or buy a business](#) ▾[Business strategy and planning](#) ▾[Money and finance](#) ▾[Marketing, sales and export](#) ▾[Employees](#) ▾[Operations](#) ▾[Technology](#) ▾[Change of ownership](#) ▾[Entrepreneurial skills](#) ▾[Entrepreneur's toolkit](#) ▲[• Business assessments](#)[• Ratio calculators](#)[• **Templates and business guides**](#)[• eBooks](#)[• **Publications**](#) ▲[• In Business\\$](#)[• Monthly Economic Letter](#)[• Profit\\$ Magazine](#)[• Oil Market Update](#)[• Manage my email subscriptions](#)[• Webinars](#)[• iPhone application](#)

Glossary

Alphabetical (select one)

[A](#) [B](#) [C](#) [D](#) [E](#) [F](#) [G](#) [H](#) [I](#) [J](#) [K](#) [L](#) [M](#) [N](#) [O](#) [P](#) [Q](#) [R](#) [S](#) [T](#) [U](#) [V](#) [W](#) [X](#) [Y](#) [Z](#)

Accelerated payment

When the borrower requests to reduce his loan amortization period by increasing the amount or frequency of payments so the loan is paid off earlier. [↻](#)

Accounting Standards

A set of accounting standards applicable to Canadian private enterprises. [↻](#)

Accounts payable

Money owed by a company to its suppliers or other parties for services or goods. It is a current liability on the balance sheet. [↻](#)

Accounts receivable

Money owed to a company by its customers for services or goods that have been delivered. It is a current asset on the balance sheet. [↻](#)

Amortization period

Total length of time that it takes to pay a debt in full. Under accounting principles, the amortization period usually refers to the useful economic life of an intangible asset.

See also depreciation and depreciation expense. [↻](#)

Angel investor

A wealthy individual who invests in companies typically in the early stages of development. [↻](#)

Asset

Any tangible (e.g. inventory, machinery, building, etc.) or intangible (e.g. intellectual property, goodwill, etc.) resource that is owned by a person, group of persons or business and is perceived by others to have value. [↻](#)

Development of 25 content hubs on topics related to entrepreneurs' challenges



In today's global marketplace, exporting and other international trade opportunities are important success factors for a growing number of companies. But entrepreneurs are often intimidated by the prospect of doing international business. After all, exporting brings a whole new set of challenges.

Ensuring that you carefully go through each step is the best way for your business to succeed on its journey to international expansion.

- Am I ready to export?
There are plenty of opportunities for your business to grow beyond the borders of Canada; the rewards can be great, but exporting is not without risks.
 - ▶ How to get ready to expand abroad
 - ▶ Tapping international markets makes good business sense—but plan first
 - ▶ Secrets for winning in international markets
 - ▶ 4 reasons to go international
 - ▶ Here's how to improve your odds abroad
 - ▶ No nonsense tips for exporting your services
 - ▶ Global business: Why you need to look beyond Canada and expand internationally
- How to develop my export plan?
- How to identify a target market?
- How to do business with large companies?
- How to develop my marketing strategy?
- How to enter a target market?
- How to deliver my goods?
- How to finance my exports?

BDC's solutions to help you succeed in foreign markets

Financing

BDC Xpansion Loan
Realize projects that are key to your growth and success, without putting your cash flow at risk. [Learn more](#)

Looking for something different?
[Discover our other financing solutions](#)

Consulting

- ▶ Get an assessment of your company's international growth potential
- ▶ Discover your most promising markets for international expansion
- ▶ Obtain a market entry strategy to help you break into foreign markets successfully

Entrepreneur's toolkit



- ▶ **Infographic:** International expansion 4 reasons to go international
- ▶ **Template:** Business plan
- ▶ **Free eBook:** Boost your sales with online marketing



Peak operational efficiency occurs when the right combination of people, processes and technology come together to optimize your business performance. Whether you're in manufacturing or a service business, your goal should be to eliminate waste and maximize value creation. The result will be a company that's more productive, competitive and profitable.

Learn how to tackle your operational efficiency challenges by checking out our content under the subject headings below.

How do I assess my efficiency?

To implement a continuous improvement approach, your first step should be to assess your current situation and that of your competitors.

- ▶ High-impact ways to boost efficiency in your business
- ▶ How a focus on operational efficiency helped Durabuilt grow from 12 employees to 450
- ▶ How to use lean manufacturing to improve your profits

How do I reduce my costs?

How do I plan production/processes?

How do I increase my output?

BDC's solutions to help you improve your operational efficiency

Financing

- ▶ Purchase equipment over 12 months with **Equipment line**
- ▶ Protect your cash flow with a **working capital loan**

Consulting

- ▶ Maximize your **operational efficiency**
- ▶ Obtain **business coaching** to grow your company
- ▶ Improve your **financial planning** to stay profitable
- ▶ Strengthen **human resources** practices to improve employee performance

Entrepreneur's toolkit

FREE EBOOK
Create a leaner, more profitable business



Are you interested in learning more?

Subscribe to receive, via email, tips, articles and tools for entrepreneurs and more information about our solutions and events.

Email

SUBMIT

You can withdraw your consent at any time.

Also available:

- ▶ **Free eBook:** Buying an ERP system
- ▶ **Free eBook:** Profiting from technology
- ▶ **Video:** Planning your growth 5 ways to achieve sustained growth

Ongoing addition of new tools for entrepreneurs



New in 2016:

→ Business loan calculator

→ Marketing plan template

Business loan calculator

Calculate how much a business loan will cost your business

Using everyday cash for projects that aren't every day is a common mistake entrepreneurs make. This can put a lot of stress on your cash flow, especially if your business hits an unexpected bump. A better strategy is to use a business loan for your growth projects.

Our business loan calculator will help you to calculate your monthly payments and the interest cost for financing your project. Additionally, you will have the option to view and print a complete loan amortization schedule.

Enter your loan information

Loan Amount (\$)

50000

Annual interest rate (%)

5

Length of term (months)

60

Calculate

All information provided is for illustration purposes only and is subject to the specific criteria of your bank or lender. Please [contact us](#) to obtain specific information about our products. For more information, read our [terms and conditions](#) for using the business loan calculator.

Your loan will cost...

60 payment(s) of
\$943.56

Total Payments: **\$56,613.70** Total Interest: **\$6,613.70**

[View complete amortization schedule](#)

MARKETING PLAN

A marketing plan is your road map for finding and keeping customers. By planning your marketing step by step, you give your company the best chance of success in today's competitive marketplace. From establishing a strong brand to understanding your ideal customer to creating a compelling buying experience, the time you put into planning now will pay off many times over in the months and years to come.

TABLE OF CONTENTS

1	DEFINE YOUR BRAND	
	What is your vision statement?	2
	What is your value proposition?	2
	What is your positioning statement?	2
2	IDENTIFY YOUR CUSTOMERS	
	Your top three personas	3
3	UNDERSTAND YOUR COMPETITORS	
	Your top three competitors	4
4	ANALYZE YOUR BUSINESS	
	Strengths	5
	Weaknesses	5
	Opportunities	5
	Threats	5
5	DEFINE YOUR DIFFERENCE	
	What is your USP?	6
	What is your elevator pitch?	6
6	MAP YOUR CUSTOMER'S JOURNEY	
	Your customer's journey	7
7	CREATE YOUR ACTION PLAN	
	What is your marketing budget?	8
	Who is on your marketing team?	8
	Who is responsible for what?	8
	What is your pricing strategy?	8
	How will you distribute your goods or services?	8
	How will you create or update your website?	9
	What is your social media strategy?	9
	What is your email strategy?	9
	What is your advertising strategy?	9
	What is your public relations strategy?	10
	What is your after-the-sale strategy?	10
8	MONITORING, MEASURING AND IMPROVING	
	How will you measure the effectiveness of your marketing activities?	11
	How will you adjust to improve?	11

Nurture & support entrepreneurs through emails with useful content



Entrepreneurs registered in 5 different tracks, for non-clients and clients
Examples:

General track (non-clients)

- Brings visitors back to BDC.CA every month for progressive profile completion

Export track (non-clients)

- Sends targeted content to export-interested visitors

International growth
Enter foreign markets with confidence

bdc

Hi Mario,

Growing your business in the U.S. or some other international market can be a great move, but it also entails higher financial risk.

It's important to take extra precautions to protect your investment and prevent issues such as payment problems or insufficient working capital from arising.

Here's a look at the various [options and credit practices in export financing](#) you should be aware of.

[Read article](#)

If you feel the need for additional financial support along the way, you may want to check out [BDC's Xpansion loan](#), which is designed to help Canadian businesses realize growth projects.

To your success,

The BDC Team

Web profiling and engagement scoring



- Forms on BDC.ca are designed to help complete a user's profile, with different questions appearing progressively at each download
- Scoring engine continuously evaluates BDC.ca visitors on many data points, covering company info & digital behaviour:

The diagram consists of a dark blue background with two light blue rectangular boxes. The left box is titled 'Data Captured' and lists three items: 'Progressive Profiling', 'Online Forms', and 'Sync with CRM'. The right box is titled 'Digital Behaviour' and lists three items: 'Articles & Tools', 'Email activity', and 'Downloads'.

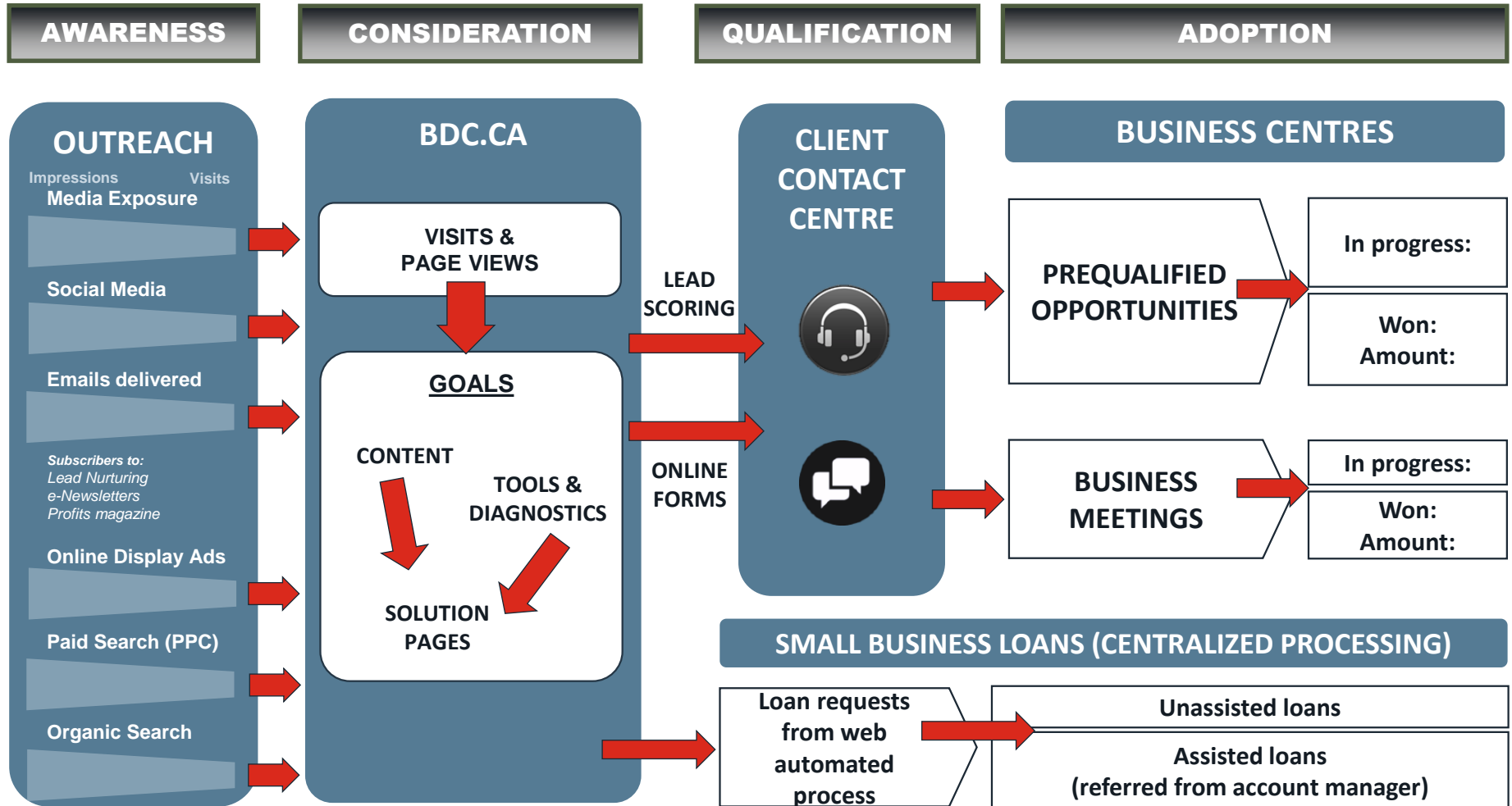
The screenshot shows a teal-colored form titled 'Get your free eBook'. It includes an email input field with 'test@bdc.ca' entered. Below the email field are three dropdown menus, each with the text 'Please select' and a downward arrow. The questions corresponding to the dropdowns are: 'Do you foresee marketing and sales to be a challenge in the next 12 months?', 'Do you have a plan to develop foreign markets in the next 12 months?', and 'Is employee training and development a challenge for your company?'. At the bottom of the form, there are links for 'Terms of use' and 'Online privacy policy', and a dark blue button labeled 'Get your free ebook'.



06.

Conversion

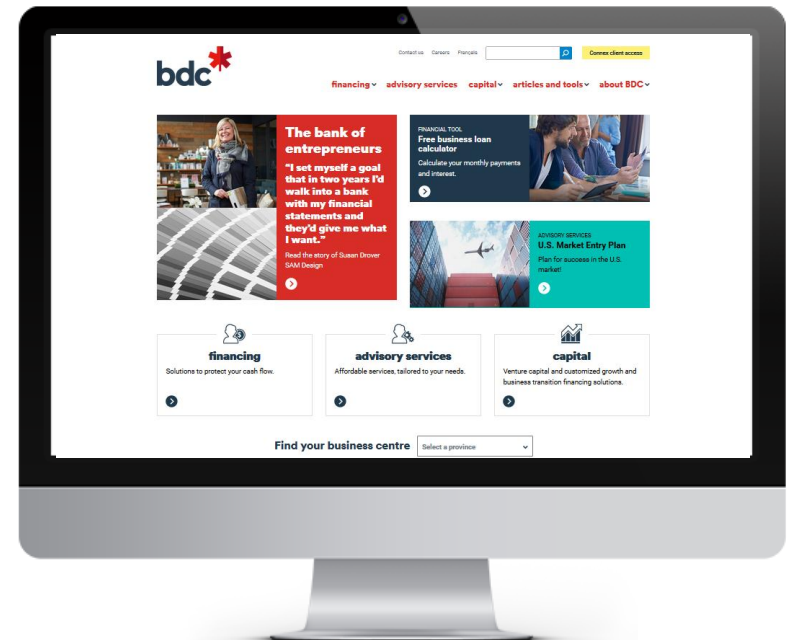
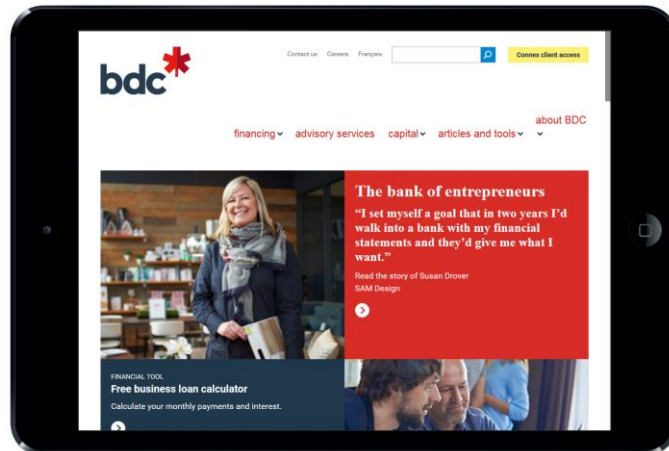
Converting from stage to stage in the journey



Mobile experience



→ BDC.ca is responsive no matter what device a user may be on; a smartphone or tablet; iOS or Android



→ During F2016, **28%** of website traffic came from a mobile or tablet device

Continuous on-page optimization



→ New article & solution page templates optimized to support the entrepreneur's journey

→ 70+ financing and consulting pages & forms optimized

Business loans

Financing solutions for entrepreneurs

Get your project underway with the right financing option

Whether you're looking to expand production, purchase new equipment or access financing for a special project, we can help you move forward with the right business loan.

BDC Small Business Loan

Get up to 50 000 \$ online

You could have access to your funds within 2 to 5 business days

Simple • Convenient • Flexible • No fees

[APPLY FOR YOUR LOAN](#) [DISCOVER OUR SOLUTION](#)

Are you a returning applicant? [Sign in](#)

Business loans

Need more money?

Benefits for your business

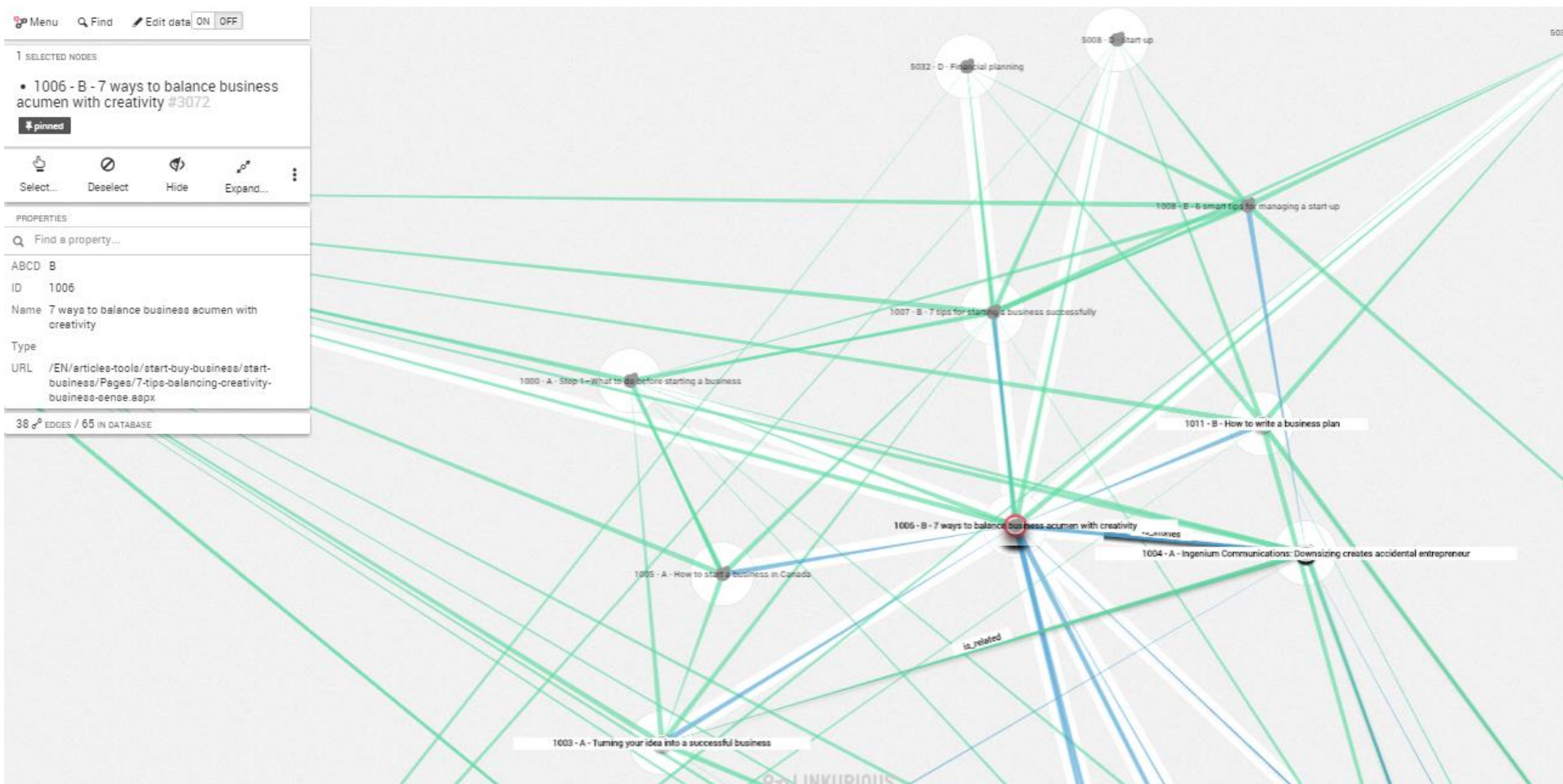
- Higher % of financing
- Flexible repayment terms
- Longer amortization period
- Capital payment holidays

Pick the project you want to finance

Get the capital you need for just about any project.

- Access working capital
- Invest in real estate
- Start a business
- Buy a business
- Invest in technology
- Transfer a business
- Invest in growth projects
- Purchase equipment

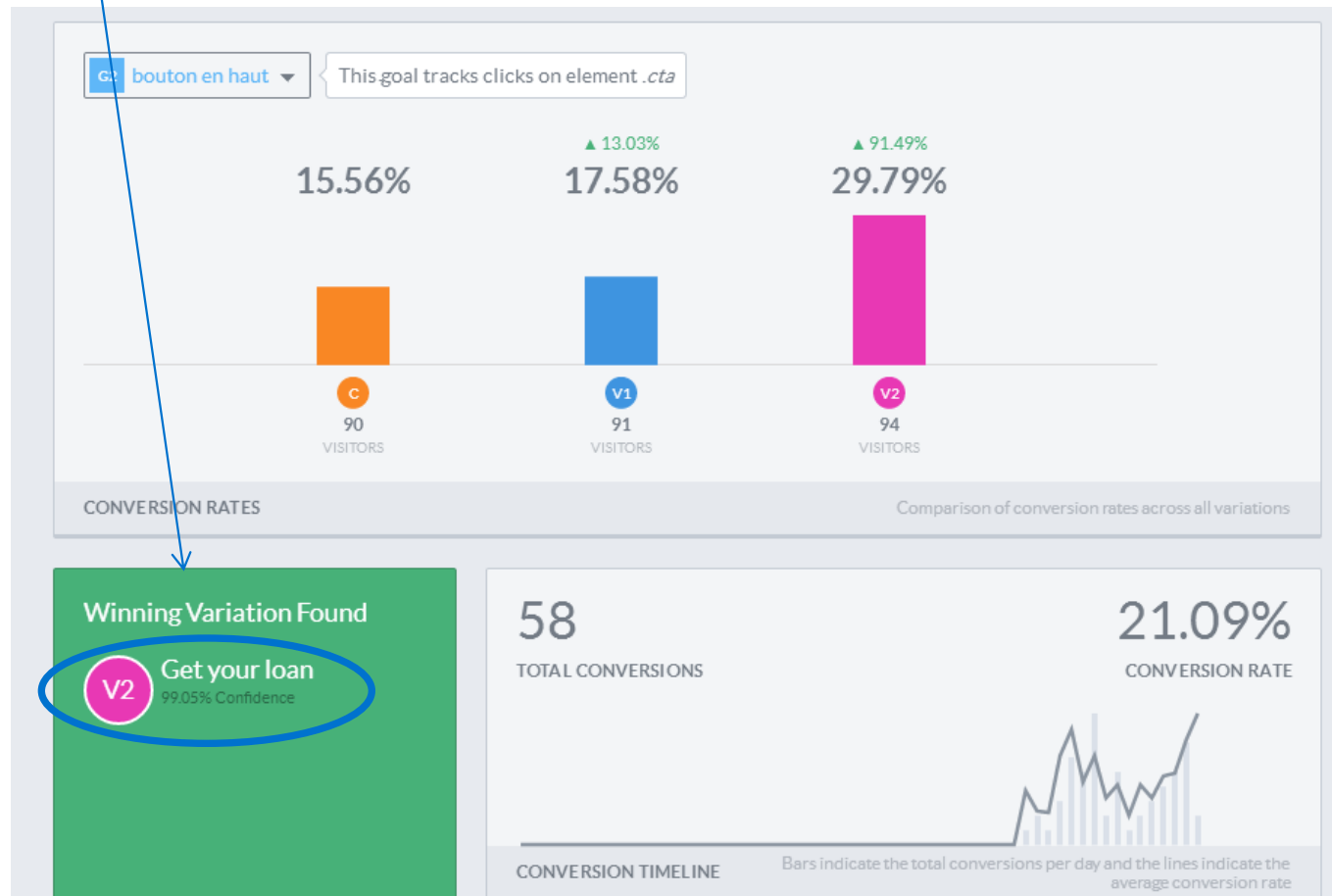
From designing a page to designing a visit: 10 000 links created between pages



Testing optimal designs: A/B testing campaigns



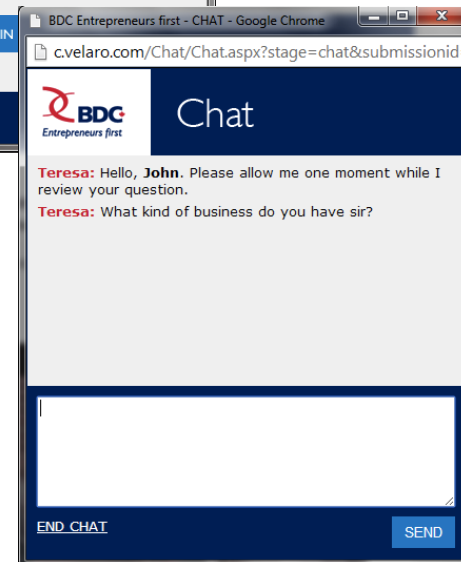
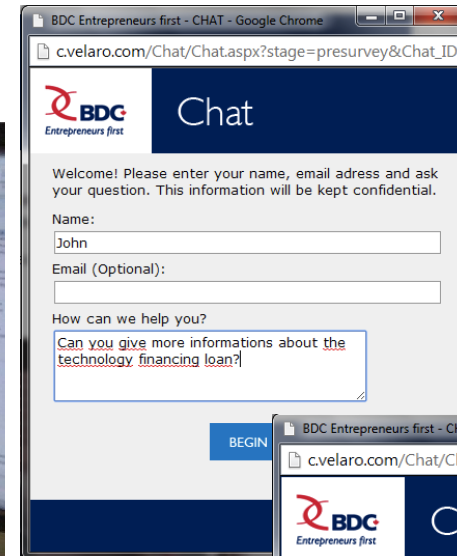
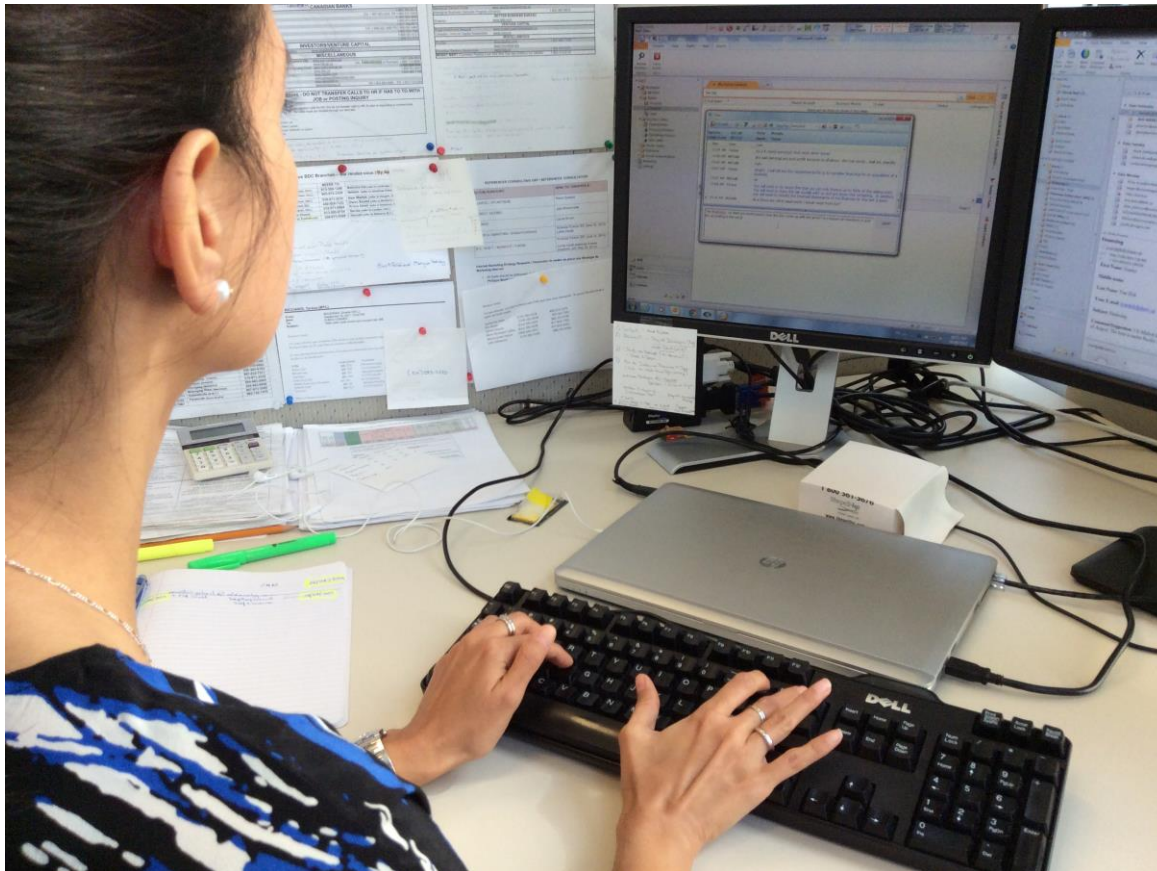
→ Example of a test result on 3 variations on call to action
“Apply for a loan”



Live chat operated by Contact Client Center



→ Since July 2015



Survey to get qualitative data from entrepreneur experience



Our national network of consultants and highly experienced specialists can help your business scale up, be more productive, innovate and globalize.

Get objective, practical advice on a range of subjects to help solve many of your business challenges.

We are ISO 9001:2008 certified for the design, development and provision of our services.

Manage your business

- Strategic planning
- Financial planning
- Financial management essentials
- Advisory board program
- Business coaching

Human resources

- Human resources essentials
- Human resources growth

Increase sales and marketing

- Market Intelligence
- Sales and Marketing
- Digital Marketing
- Brand Influence
- Website Performance
- Promotion
- Sales Impact

International

- U.S. market entry

bdc

We'd like your feedback on the BDC website.

Would you take a moment to help us?

Survey

1. How would you rate your overall experience on the BDC website today?

Very poor Poor Average Good Excellent

2. How would you rate the following attributes of the website:

- Ease of navigation**
- Very poor Poor Average Good Excellent
- Quality of content**
- Very poor Poor Average Good Excellent

3. Do you have any comments or suggestions on how to improve the website?

Submit



07.

Analytics

Web analytics tracking



→ Why measuring?

- What is not measured cannot be improved
- Without measurement, you don't know if you got it right or if you are throwing money by the window

→ How do you measure?

- Start by using Google Analytics. It is free and easy to use for its basic features. And it can even get pretty sophisticated if you need it.
- If you can input data in your CRM coming from the web, can be useful as well.

→ How does BDC track all this info?

- Data from different sources (Analytics, Marketing Automation, CRM) is consolidated in a data repository
- Analytics dashboards covering channels, lines of business & products are generated and analyzed on a regular basis

Deployment of a cloud-based tag management solution



- **Enable better agility to deploy data tags on web pages**
- **Improve ability to track analytics data**
- **Facilitate orchestration of web components coming from many sources, into a coherent experience:**
 - Online chat (3rd-party cloud-based tool)
 - Consulting request (Marketing Automation tool, cloud-based)
 - Videos (embedded cloud-based Youtube)
 - Online loan request (custom-build form, server-based)
 - Optional feedback survey (3rd-party cloud-based tool)
 - Newsletter subscription form (Marketing Automation tool, cloud-based)
 - Interactive benchmarking tools (custom-build form, server-based)
 - Etc.

Thank you

BDC



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BDC



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