



## Point of View Development Template

Thought leadership marketing relies first and foremost on having a clear, compelling, and unique Point of View that gives customers and prospects a new way of thinking about how to address a critical business challenge.

The most powerful Points of View exhibit three essential qualities:

- Deep, research-based insight into the organizational and operational reality of a specific customer challenge or problem
- A new, clear, and practical way to address the problem that stands apart from existing and competitive approaches
- Compelling proof points and testimonials from relevant customers and experts that the new approach can deliver significant business results

This template is designed to help companies develop their Point of View on a significant business challenge or problem. The finished document is not meant to be used publicly but rather to provide an internal intellectual foundation for the subsequent creation of thought leadership content and activities.

**\*Please note:**

*The best Points of View take time to develop. The process typically involves multiple people, the integration of direct experience with primary and secondary research, rigorous debate, and multiple iterations. There is no "right" length or level of detail for the POV document. Generally speaking, the more significant and competitive the POV needs to be, the more substantial the development process should be.*

**Template Instructions:** Creating a detailed outline is typically the best way to develop the POV. To use this form, simply tab to each cell and type in your response. There is no reasonable limit to the amount of text each cell can accept.

### Industry Setting and Problem

Describe the general business environment in which our customers are currently operating. What are the most important trends and challenges they are facing? In this context, what is the specific problem we are addressing? How is that problem commonly understood within the industry? Is it a well-recognized problem, or are we identifying (or highlighting) something less well accepted or understood?

## Audience Roles and Objectives

Zoom in on the specific people we are addressing (e.g., the functional roles and personas within your target customer companies): What are their primary strategic goals and objectives within the current environment? What business pressures are they facing? How do they understand the problem? What strategies and approaches are they using or considering?

## Shortcomings of Current Approaches

Describe the current predominant approaches to solving the problem, and their limitations. Is there a single dominant approach in the market, or an active debate? Why are the current approaches unworkable or insufficient for our audience (e.g., technical limitations, budgetary demands, operational or organizational complexity, etc.)? What evidence do we have to support the critique?

## The New Approach

Describe the new approach. How should our customers now address the problem? Is this a fundamentally new approach or a better version of an existing approach? How does this approach differ from those of our competitors? Do we have a simple framework to help customers better understand the problem and/or the solution? What are the main elements of the new approach? How does this approach work, both generally and in detail?

## Benefits and Proof Points

Describe the business benefits of the new approach. What can companies reasonably expect to achieve by adopting it (e.g., revenue and profit increases, cost savings, competitive advantage, customer loyalty, employee satisfaction, etc.)? What are the business consequences of NOT adopting the new approach? Can we quantify the benefits and risks based on the real experience of similar customers? Can we include specific company examples and expert testimonials?

## Critical Success Factors

Describe the organizational and operational requirements for success. What must companies do in order to succeed with the new approach? Be as concrete as possible. Consider such areas as people, processes, organization, culture, and tools.