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## Step Three: Identifying your audience

Figuring out who cares about a project will help with its success

Sacramento Business Journal - by [Nick Montoya and Roger S. Peterson](#)

In the last article, we described Step Two of the 60-minute Magic Megaphone project management tool: your MegaBenefits. MegaBenefits translate your MegaMission into values and results everyone in your small business can appreciate.

The next step is to identify who cares -- or who should care -- about your project. Without a precise target, no project will hit the goals you seek. We call Step Three your MegaTarget.

We are typically too casual about who is interested in or affected by project goals. Step Three helps you attach names and faces to your goals, making the project far less abstract.

Who is important to your project's success? Who has a stake in its success? Who will benefit from it? Who allocates the resources for your project? Who might be doubtful about your project's worth? Who can help you win over support from others? Who makes the decisions about your project?

Examples of who cares or who should care about your project include employees, senior managers, partners, stakeholders, beneficiaries, and those who allocate vital resources to your project. A MegaTarget for your project could be an entire department of people, such as your sales reps, or an outside entity, such as a government agency, your suppliers or vendors.

But for small businesses, the MegaTarget for a project is often your external customers. For example, if you are planning to add a new product in six months and that product is substantially different from your existing line, your product launch project must carefully target who will make the purchasing decision. It might be a product that requires higher purchasing authority or a committee vote. It's the same with adding a new service. The service might be aimed at the same customer, but the decision might be in the hands of the customer's shipping department or administrative assistant. New angles, new project, new MegaTarget.

Think creatively about the "who." Owners and managers aren't the only influential people in small businesses. The owner's spouse can be influential. Many non-managers are respected for their analytical insights or street smarts. Some may be subtle coalition-builders, working behind the scenes during changes or crises. A few may draw attention because of their wit. These folks can be your ambassadors, speaking up for your project in meetings. Don't overlook such key influencers.

Brainstorm with your team. Brainstorming has no wrong answers. Everyone can contribute a MegaTarget name. It is important to use specific names as much as possible for all MegaTargets.

Your team may list many names, but don't spend more than two minutes making the list. Given limited time and resources for your project, you will eventually have to rank the names in order of importance so you can concentrate on the most important MegaTarget of them all.

In earlier articles, we suggested you download the Magic Megaphone template from our Web site ([www.magicmegaphone.com](http://www.magicmegaphone.com)) and begin building your project megaphone. You should already have listed your MegaMission -- a one-sentence statement -- in the far left column. To its right is a list of desirable project MegaBenefits.

Now list the brainstormed MegaTargets on the far right column. Ask team members to rank the three targets most important to the project's success. The one target with the most votes becomes your focus: the chief MegaTarget.

The criteria for selecting your main MegaTarget can vary. You can choose the MegaTarget most important to your success, the one who will be most influential in helping you get unstuck or the one who holds the purse strings.

You are now finished with Step Three. So far you've answered three basic questions about your project:

- What is this project really about? (MegaMission)
- Why is it important? (MegaBenefits)
- Who cares or should care? (MegaTarget)

In the next column, we will introduce you to the real magic of the Magic Megaphone. In the interim, ask yourself this: In the best of all worlds, how would I really like my MegaTarget to react to this project if it were wildly successful? Lackluster reactions don't make a small business glow and grow. Start giving yourself permission to think "wow."

*Nick Montoya and Roger S. Peterson are co-authors of "The Magic Megaphone: How to Get Your Projects Unstuck and Back on Track in Under 60 Minutes." Reach them at [magiemegaphone.com](http://magiemegaphone.com).*