RESEARCH SUMMARY

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#### The Visible Expert® Study: Research Summary

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### WHAT IS A VISIBLE EXPERT®?



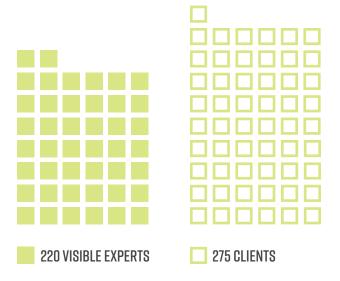
A Visible Expert\* (VE) is a professional with a high level of marketplace visibility and a reputation for specific expertise. These individuals are the keynote speakers, thought leaders and industry experts who drive their professions forward and propel their firms to new levels of profitability and growth.

What does it take to become a high visibility expert? Where do you start? How do you know where to focus? What are the best ways to build visibility? Should your firm try to encourage your professionals to become more visible? These are the types of questions this study was designed to answer.

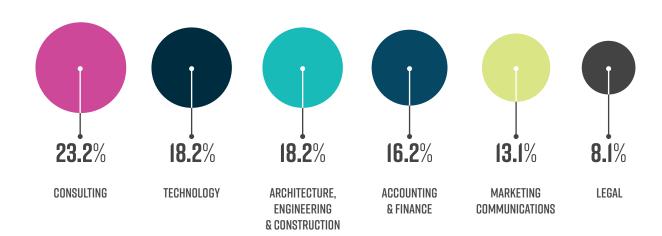
# **ABOUT THE RESEARCH**

### THIS STUDY EXAMINES BOTH SIDES OF THE EXPERT RELATIONSHIP.

We studied **220 VEs** and **275 of their clients** for a total sample size of 495.



### THE EXPERTS CAME FROM A BROAD CROSS SECTION OF PROFESSIONAL SERVICES WITH THE LARGEST SEGMENT (23.2%) FROM CONSULTING.



### OVER THE PAST SIX YEARS, THE MARKETPLACE HAS UNDERGONE SIGNIFICANT CHANGE.

This study builds upon and expands our original 2014 study of Visible Experts. That groundbreaking research followed the journey that 130 ordinary experts took from relative obscurity to prominence in their fields. We explored what their clients were looking for in an expert. And we revealed what tools, techniques and strategies Visible Experts use to build their reputations and visibility.

Over the past six years, the marketplace has undergone significant change. While the initial study's broad lessons still hold true, many of the details have changed. This latest research brings the findings up to date.



### **FEATURED VISIBLE EXPERTS**

To make this data more accessible, we've included stories and quotes from eleven Visible Experts who participated in the study. Consider their real-world experiences as you apply these findings to your career.



Mark Amtower Amtower & Company INDUSTRY: Marketing Communications



Peter Atherton
Actions Prove, LLC
INDUSTRY:
Architecture, Engineering & Construction



Jay Baer
Convince & Convert
INDUSTRY:
Marketing Communications

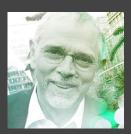


**Daniel Burrus**Burrus Research, Inc.

INDUSTRY:
Technology



Nishith Desai Nishith Desai Associates INDUSTRY: Legal



Quinn Evans Architecture

INDUSTRY:

Architecture, Engineering & Construction

Carl Elefante



Oracle
INDUSTRY:
Technology | Accounting & Finance

Kimberly Ellison-Taylor



Jody Padar
Botkeeper
INDUSTRY:
Accounting & Finance |
Technology



Daniel Shortt Harris Brickin INDUSTRY: Legal



Amy Vetter
The B3 Method Institute
INDUSTRY:
Technology



Michael Zipursky
Consulting Success
INDUSTRY:
Consulting



# THE MANY PATHS TO BECOMING A VISIBLE EXPERT®

# **EXPERT TIP:** CALLING YOURSELF A VISIBLE EXPERT DOESN'T MAKE YOU ONE. THAT TAKES AUTHENTICITY, FOCUS AND PERSISTENCE.

There is no single path to becoming a VE. About one in four experts (24.8%) started by following a passion. "I realized I was put on this planet to teach," says futurist **Daniel Burrus**. A natural



#### DANIEL BURRUS

teacher, successful entrepreneur, researcher and

author of seven books, he teaches leaders how to find certainty and the confidence to make bold moves by separating Hard Trends based on future facts from Soft Trends based on assumptions about the future that might happen. His methodology helps organizations turn disruptive change into opportunity and advantage. "You can realize that the future is not so invisible."

About one in five Visible Experts (17.8%) found a niche they could exploit or came up with a novel solution to a troublesome industry issue. **Daniel Shortt** graduated from law school, only to find



#### DANIEL SHORTT

dismal career opportunities. So he made his own.

Oregon had just legalized marijuana and Daniel saw a new marketplace without entrenched competitors. "I thought, this is a new industry where I wouldn't be competing with lawyers who had 20 years of experience and I could differentiate myself," explains Daniel. Today, he is a top expert in cannabis law.

Others (16.8%) started their journey following burnout or frustration in their work life. Such was the case with **Peter Atherton**. "I was about 18 years



### PETER ATHERTON

into my career when I realized that I didn't

want to do this going forward. I was burnt out and wasn't loving it anymore." After transitioning, Peter began trying to figure out how he could help people who experienced what he went through. "The problem was most high-achievers were too busy and consumed to see a different route, so I wrote the book." The book, Reversing Burnout: How to Immediately Engage Top Talent and Grow!, changed everything and launched Peter's new career as an expert in leadership, sustainable growth and success.

Some experts (15.8%) didn't set out to become a VE, yet they discovered a whole new way of doing things. **Jody Padar** calls herself The Radical CPA.



#### **JODY PADAR**

After becoming involved in her father's traditional

firm, she pioneered a whole new business model in the CPA world. "I'm a thought leader who didn't set out to be one. Other CPAs and financial people now look to me for innovation."

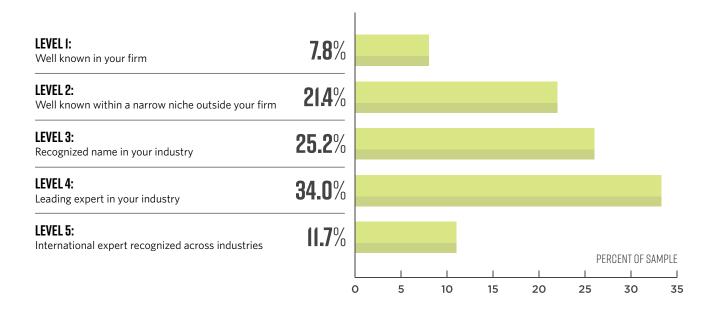
### MANY TYPES OF EXPERTS

There are many types of experts, covering the full range of professional services subject matter. These experts differ, not only in the subject matter they master, but in the level of expertise they aspire to and the strategies they embrace. We have identified five levels of expertise, ranging from

individual experts known only by their coworkers and clients (Level 1) to those internationally known superstars whose influence extends well beyond their profession (Level 5). The accompanying table describes each of these five levels.

### THERE ARE MANY TYPES OF EXPERTS, COVERING THE FULL RANGE OF PROFESSIONAL SERVICES SUBJECT MATTER.

### FIGURE 1: VISIBLE EXPERT LEVELS





We also found that Visible Experts vary in their approach to their work. Some are very focused on the newest ideas, while others are natural collaborators and accumulators of best practices. We have identified five distinct styles or "personas," as shown in Figure 2.

### FIGURE 2: VISIBLE EXPERT PERSONAS

### THE BRIDGE BUILDER: This expert spans two different areas of expertise, 41.3% connecting ideas from both. This combination of knowledge makes this expert truly unique. THE LASER: This expert is highly specialized in a very specific 18.4% area. Not many businesses need their services all the time, but when the time comes, this is the preferred choice. THE CURATOR: This expert gathers the best information from 18.0% multiple sources. Often, Curators have access to an extensive network of experts. THE FIRST MOVER: This expert was the first to pioneer an area of 14.1% expertise. Businesses turn to First Movers for the latest innovation or new idea. THE CONTRARIAN: This expert takes novel points of view on industry 8.3% issues and challenges clients to make bold or unconventional moves. PERCENT OF SAMPLE 0 10 20 30 40 50



### **REAL-WORLD VISIBLE EXPERT PERSONAS**

**Carl Elefante** is an internationally known architect



#### **CARL ELEFANTE**

and former president of The American Institute

of Architects whose expertise spans the fields of historic preservation and sustainability. A **Bridge Builder** (joining 41% of the sample), he says: "I've long had two audiences who don't necessarily get along with each other. 25 years ago, the historic preservation and sustainability worlds didn't talk with each other and couldn't find common ground. From day 1, I was talking to both groups, which allowed me to bridge the gap. I listened." That listening has paid off. He is currently building a third bridge to social change.

"Develop a unique point of view," counsels **Michael Zipursky**, VE to the world of consulting. "Embrace



### MICHAEL ZIPURSKY

the idea of imperfect action," is another example

of Michael thinking differently about things, which is a hallmark of the **Contrarian** (8% of VEs).

Jay Baer attracts experts. "I'm comfortable being a



#### **JAY BAER**

hub and creating relationships." Jay is a seventh

generation entrepreneur and a great example of a **Curator** (18% of VEs). "It doesn't always pay off immediately but gives me the ability to use relationships to create programs together. They know what you don't know," he adds.

For three and a half decades, Mark Amtower



### MARK AMTOWER

has been **laser focused** on
marketing to the

federal government. In fact, he almost created the field from scratch. "When I started I didn't have any peers," he recalls. But as the field grew and evolved, Mark remained focused and has become an icon in the niche.

Jody Padar, The Radical CPA who we met earlier, is a natural innovator. Not content with the traditional approach to her profession, she has embraced technology and automation and the disruptive business models it allows. About 14% of VEs are **First Movers** like Jody.



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# WHAT DOES IT TAKE TO BECOME A VISIBLE EXPERT®?

The road to becoming a VE is not always smooth. Almost all experts had to overcome significant challenges. The most common challenge, impacting almost three of ten experts (28%), is breaking away from traditional, outdated thinking.

"There was an old guard that didn't want to let me in," explains Jody Padar, an accounting and automation technology VE.

How did they overcome this resistance to their message?

Jody Padar's approach was to double down on a channel where she had an advantage. "I overcame [old-school thinking] by using social media. Those who didn't understand social didn't want to let me in. But social pushed me to the top. They had to accept me."

Others mustered the courage to publish, providing a forum for their ideas and a way into the marketplace. But it took perseverance, too. They kept pushing and refining their message until it became accepted.

"Someone may like or not like what you are doing," explains **Amy Vetter**, a Level 4 technology expert.



"But these are learning opportunities.

Ask yourself if there is validity [in the feedback] and you just need to adjust—or is this just something personal and you need to let it go?"

**EXPERT TIP:** KEEP REFINING AND TESTING YOUR MESSAGE UNTIL IT GAINS TRACTION. STUBBORN PERSISTENCE USUALLY PAYS OFF IN THE FND.

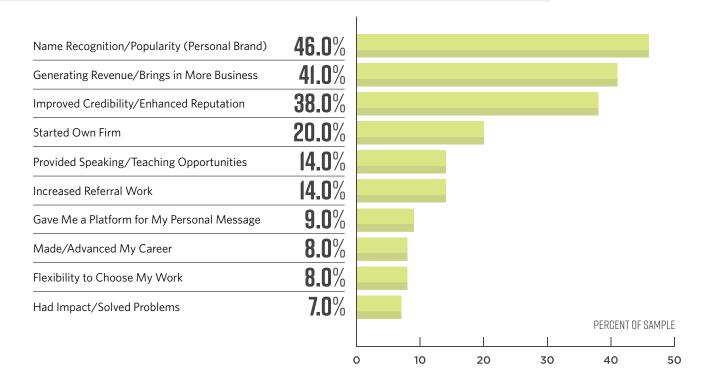
# THE BENEFITS OF BEING A VISIBLE EXPERT®

Becoming a VE has far reaching benefits for subject matter experts and their firms. These benefits fall into three broad areas.

**The first** of these is strengthening their professional services brand. A brand has two primary components: your reputation and the visibility of that reputation. The research results (see Figure 3) show that both the quality and visibility of an expert's

reputation are enhanced by having VE status. "My Visible Expertise gave the firm credibility," says VE and former AIA President Carl Elefante. "When I walked into a presentation, it made my firm a top leader to the audience who was following me." This is a perfect example of how the "halo effect" benefits firms that develop the visibility of their experts.

### FIGURE 3: TOP BENEFITS BEING A VISIBLE EXPERT TO YOU OR YOUR FIRM





# **EXPERT TIP:** FIRMS THAT DEVELOP AND SUPPORT VISIBLE EXPERTS BENEFIT THROUGH INCREASED VISIBILITY AND CREDIBILITY. THIS PHENOMENA IS CALLED THE "HALO EFFECT."

**The second** impact area is an expert's increased ability to attract new business, referrals and lead-generating opportunities such as speaking engagements. VE Jody Padar explains how this works: "My visibility helped me build my firm. Big leads came to my firm because my voice was large."

The third impact area is the added flexibility it provides to the expert, such as the ability to pursue other interest areas, be more selective about the types of work they do and even launch a firm based on the strength of their reputation. Such was the case with futurist Daniel Burrus. His VE status has allowed him to shape his career around what he really cares about—teaching people to become more anticipatory and less reactionary, to actively shape their future instead of passively receiving it. "Some people have a job. Some people have a career. Some people are lucky enough to have a calling. I have a calling."

The cumulative impact of these benefits can be seen in the billing premium that a true VE commands.



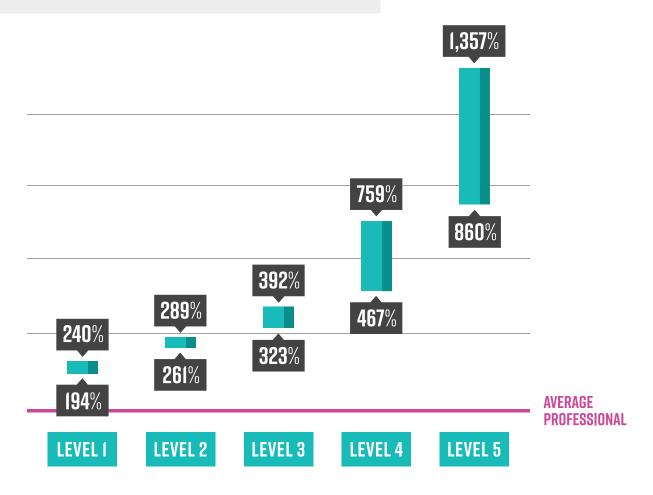
Figure 4 shows the premium (above the billing rates of an average professional) that clients of VEs expect to pay for experts at various levels of Visible Expertise. Even at the lowest VE levels, clients expect to pay a premium to access the expertise of these valued professionals.

As impressive as they may be, billing rates do not fully capture the VE experience.

Peter Atherton no longer feels burnt out. "If you are visible and credible, people know you and recognize your value. I don't end up in competitive bidding and I don't need to negotiate. I focus on delivering value and get to choose who I work with."

This is a sentiment expressed by almost four in ten (37.5%) experts and nicely illustrates how high visibility and a reputation for specific expertise can turn business development on its head.

### FIGURE 4: EARNING POTENTIAL BY VISIBLE EXPERT LEVEL





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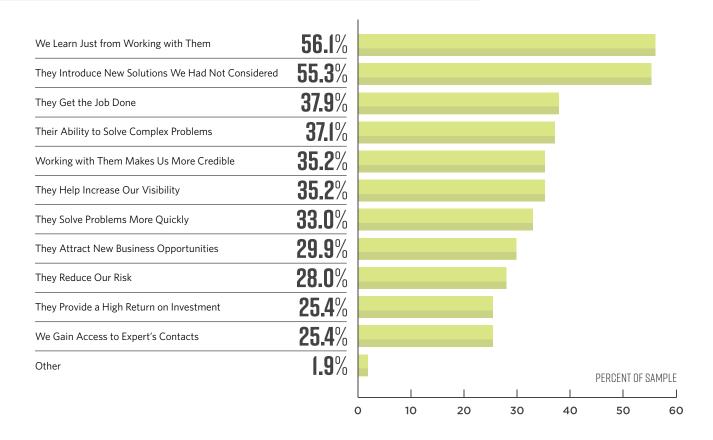
# DELIVERING EXCEPTIONAL VALUE TO CLIENTS

As compelling as these benefits are for VEs and their firms, there is an equally compelling set of benefits enjoyed by the clients who engage Visible Experts.

Figure 5 shows that solving the specific problem (e.g., "They get the job done" and "The ability

to solve complex problems") is not even the top benefit. Well over half of clients (56.1%) value what they *learn* by working with the VE! And an almost equal percentage say that the VE came up with solutions they had not even considered before.

### FIGURE 5: TOP BENEFITS OF WORKING WITH A VISIBLE EXPERT





# **EXPERT TIP:** HAVING VISIBLE EXPERTS STRENGTHENS YOUR FIRM'S VALUE PROPOSITION. A GREATER ARRAY OF BENEFITS TO PROSPECTIVE CLIENTS TRANSLATES INTO MORE BUSINESS AND MORE FAVORABLE MARGINS.

The list of benefits goes on. Working with a well-known VE can actually help the client's visibility, credibility and new business efforts. Complex issues can be solved more quickly, with lower risk and a higher return on investment (ROI). Clearly, using a VE can be a win for the client, as well as the expert.

This dual benefit was recognized by **Nishith Desai**,



### NISHITH DESAI

an international tax attorney and Level 5

VE. Long recognized as an innovator and thought leader, he has built a thriving international law firm (Nishith Desai Associates) by researching emerging technology and social trends and anticipating the legal issues they will likely produce.

Recognizing the power of Visible Expertise, he implemented a strategy to develop a firm made up of VEs. This firm-wide commitment to continuous learning and the development of multiple VEs across all practice areas has paid off handsomely.

Not only does his award-winning law firm have a sterling brand and a roster of global superstar clients, it also actively influences the future of legal thought and practice. No wonder it has been recognized as the most innovative law firm in Asia by *The Financial Times*.

**EXPERT TIP:** CONSIDER ADOPTING POLICIES AND PROGRAMS THAT SUPPORT YOUR EXISTING VISIBLE EXPERTS AND HELP OTHER ASPIRING PROFESSIONALS BECOME VES.



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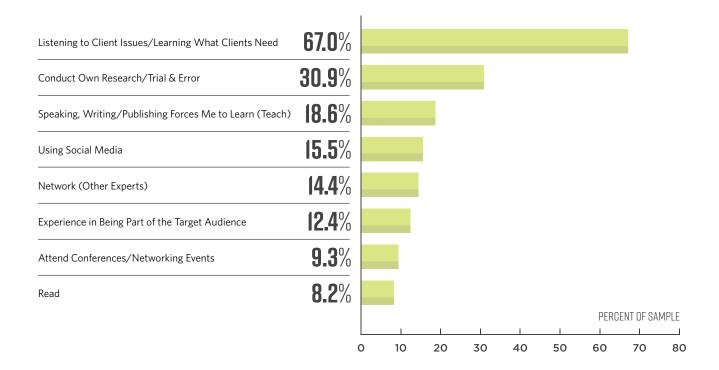
# COMPETING IN THE MARKETPLACE OF IDEAS

Becoming a Visible Expert® is a new type of challenge for many professionals. You are now competing in the marketplace of ideas. Will your insights and perspectives be accepted and embraced by the professionals and influencers working in the area, or will they simply be ignored? Will you become a thought leader or background noise? How do you even know what is important to your marketplace?

Answering these questions starts with understanding the target markets for your ideas.

Most experts (67%) begin by listening to their target audience's concerns and questions. Some experts (14.4%) also make it a practice to network with other experts to broaden the perspectives they monitor.

### FIGURE 6: HOW VISIBLE EXPERTS LEARN ABOUT THEIR TARGET AUDIENCE





Mark Amtower, a leading consultant to government contractors, recognized he couldn't understand his target market alone: "Initially I was hoping my gut was right. But the more I talked with people, the more I realized that I needed a circle of people who would give me honest and quick feedback. You have to listen to the market—and to other experts."

For others, the obvious answer is research. Over 30% of VEs report doing formal research or trial-and-error testing to understand their audience's emerging needs.

This was the case with technology VE Amy Vetter: "I started to notice people asking about other topics that I needed to educate them on. I realized I needed to write and talk about these topics."

Social media is also a common way (15.5%) to gain a broader perspective. This is the so-called "social listening" approach. Some experts have an extra advantage in that they are members of their target audience (12.4%), allowing them to draw on their personal experience directly.

### **EXPERT TIP:** RESEARCHING YOUR AUDIENCE'S PRIORITIES INFORMS WHAT ISSUES YOU SHOULD BE WRITING AND SPEAKING ABOUT.

Almost one in five experts noted that the process of preparing for speaking and writing engagements forces you to think through what is important and what topics get a positive audience response. For speakers, audience questions can provide additional perspectives that might otherwise be missed by professionals who don't have this exposure.



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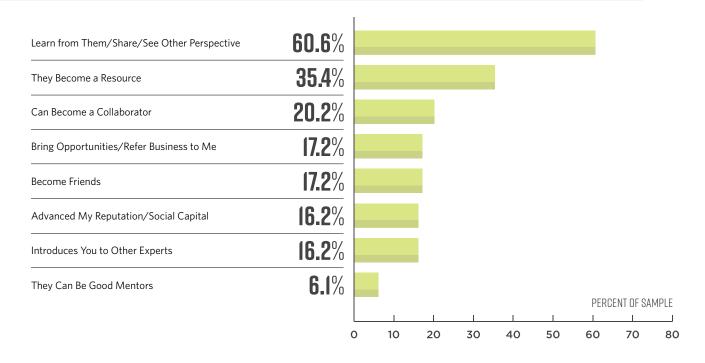
# THE CURIOUS ROLE OF OTHER EXPERTS

When you consider the role of other experts you might think of them at first as competitors, in the sense that other firms compete with you for new clients. And to a certain extent that is true. A prospective client could certainly hire a different VE.

But the reality of the situation is much more complex. Far from being arch enemies, many VEs are able to form very productive and rewarding relationships with other VEs.

Figure 7 shows that over six in ten VEs turn to other VEs to learn and gain new perspectives. In fact, this dialogue can blossom into resourcing (35.4%) and collaborative (20.2%) partnerships, as well as old-fashioned friendships (17.2%)—and occasionally, even mentoring relationships (6.1%).

### FIGURE 7: TOP BENEFITS OF DEVELOPING RELATIONSHIPS WITH OTHER VISIBLE EXPERTS





# **EXPERT TIP:** FAR FROM BEING ENEMIES, OTHER VISIBLE EXPERTS ARE OFTEN A SOURCE OF INSIGHT, ADDITIONAL RESOURCES, REFERRALS AND SUPPORT. IN SHORT, THEY CAN BE POWERFUL ALLIES.

Other VEs are not just important to hone your expertise and provide assistance and support. They can also be helpful to advance your business prospects. Almost one in five experts (17.2%) report that other VEs bring them new business opportunities and help them advance their reputations (16.2%) and provide introductions to other VEs (also 16.2%), expanding their network even further.

Far from being enemies, other VEs can represent opportunities. "There is no way you can know everything," explains **Kimberly Ellison-Taylor**, a



#### KIMBERLY ELLISON-TAYLOR

VE in the technology and accounting space. "The relationships you build with other experts give you the opportunity to reach out to others who are willing to help."



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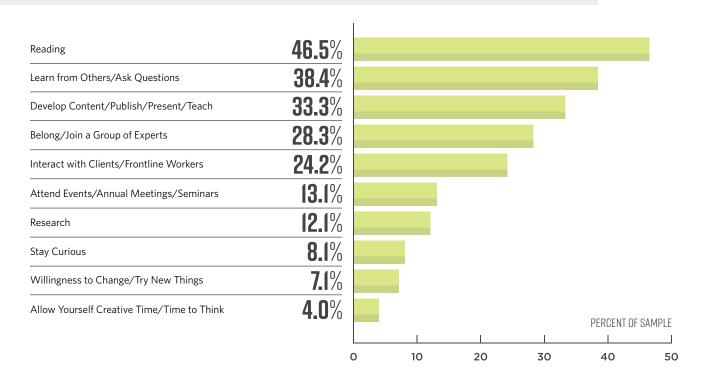
# HOW EXPERTS HONE THEIR EXPERTISE

Of course, networking with other experts and knowing your audience doesn't make you a superstar. And just claiming to be an expert doesn't make you one. That takes dedication and hard work.

"People asked me, 'Why do you want to do that?"" remembers Kimberly Ellison-Taylor. "People thought that it would be too hard for me as a black woman in the accounting world. I knew I could do it. I enjoyed the challenge of 'it's going to be hard'. I eat 'hard' for breakfast!"

# YOU ARE NOW COMPETING IN THE MARKETPLACE OF IDEAS.

### FIGURE 8: TOP METHODS VISIBLE EXPERTS USE TO KEEP THEIR EXPERTISE SHARP





# **EXPERT TIP:** WRITING AND SPEAKING REGULARLY FORCES YOU TO THINK DEEPLY ABOUT YOUR AREA OF EXPERTISE. THIS HELPS YOU KEEP YOUR EXPERTISE SHARP.

Figure 8 shows how experts go about developing and maintaining their expertise. Reading and learning from their audiences' questions and comments top the list of expertise-building activities. And, of course, interacting with other experts is important, as described above.

But the data reveals another important insight. Sharing expertise in publications and speaking engagements (33.3%), consulting with clients

(24.2%) and conducting research (12.1%) all help to sharpen expertise and keep it relevant. So by cultivating their visibility, experts are also developing greater expertise. A virtuous cycle to be sure.

There is a final important piece of the expertise puzzle, and it lies between your ears. A number of VEs cited the importance of remaining curious (8.1%), being open to new ideas (7.1%) and making all-important time to think (4%). After all, if you are going to be a thought leader, you better start with some thoughts worth following.

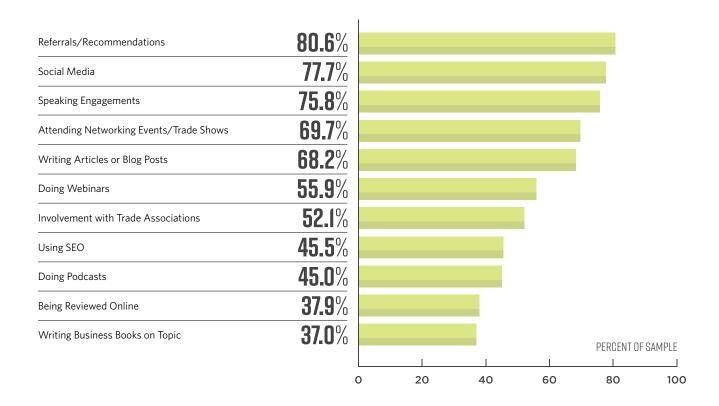
IF YOU ARE GOING TO BE A THOUGHT LEADER, YOU BETTER START WITH SOME THOUGHTS WORTH FOLLOWING

# 10 HOW EXPERTS BECOME VISIBLE

High levels of marketplace visibility rarely happens by accident. In fact, the average expert employs 6.5 marketing techniques. The top marketing techniques and the proportion of experts using each is shown in Figure 9.

Referrals and social media are the two most frequent ways VEs get in front of prospective clients. And impressively, over a third of VEs sampled have authored a business book.

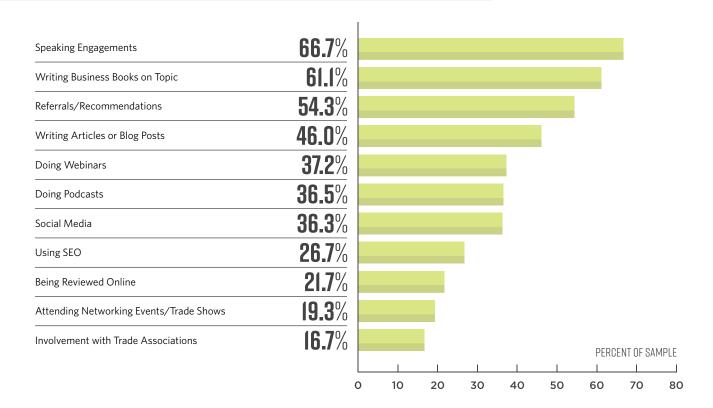
### FIGURE 9: VISIBLE EXPERT MARKETING TECHNIQUES



# **EXPERT TIP:** CHOOSE YOUR MARKETING CHANNELS PRIMARILY BASED ON WHERE YOUR CLIENTS LOOK FOR INSIGHT AND INFORMATION. THEN FACTOR IN WHICH TECHNIQUES ARE MOST EFFECTIVE IN REACHING THAT CHANNEL.

But widely used techniques are not necessarily the most effective. Figure 10 shows the experts' effectiveness ratings for each technique. Speaking engagements and writing a business book are the two most effective techniques. While speaking engagements are the third most popular technique, writing a book is at the bottom of the popularity list.

### FIGURE 10: IMPACT OF VISIBLE EXPERT MARKETING TECHNIQUES





There are many reasons to use a technique to engage an existing audience. Sometimes they are necessary simply to be found or to make it easy for people to check you out. Social media is a good example of this multi-use phenomena. It not only makes you findable, it also can amplify your visibility and provide a way to engage in social listening.

### MANY VISIBLE EXPERTS ARE MISSING A GREAT OPPORTUNITY TO BE FOUND.

This is one of the reasons why government marketing VE Mark Amtower has focused on LinkedIn as a key to making his clients' expertise more visible to their government buyers. He also cites social media as being "the most effective channel for promoting my expertise."

But other times, potentially effective techniques are overlooked or underutilized. That seems to be the case with search engine optimization (SEO). The accompanying table shows the frequency of use ranking for the experts and compares them to where the buyers of VE services look for experts.

In most cases, these rankings are closely related, indicating that VEs have a good fix on where buyers are looking. However when you get to search engines, there is a sizable gap. Searching online is the second most frequent technique used by buyers, yet it is ranked eighth by VEs. This means that many VEs are missing a great opportunity to be found.

This opportunity isn't lost on Jay Baer, a leading marketing and customer experience expert. "I wrote blog posts on different topics and discovered quickly which topics were of interest. Google analytics told us." Understanding what connects with your target audience makes all the difference.

### FIGURE II: TECHNIQUE FREQUENCY OF USE: VISIBLE EXPERTS VS. THEIR BUYERS

MARKETING TECHNIQUE	VE RANK	BUYER RANK
Referrals/Recommendations	1	1
Social Media	2	6
Speaking Engagements	3	4
Attending Network Events/ Trade Shows	4	3
Writing Articles or Blog Posts	5	5
Doing Webinars	6	10
Involvement with Trade Associations	7	7
Using SEO	8	2
Doing Podcasts	9	11
Being Reviewed Online	10	8
Writing Business Books on Topic	11	9



### A FINAL THOUGHT

### **EXPERT TIP:** A RESEARCH-DRIVEN STRATEGY CAN SPEED THE DEVELOPMENT OF VISIBLE EXPERTS WHILE REDUCING RISK.

Becoming a true Visible Expert is a big professional commitment. Fortunately, you can study how other VEs approached the task. You'll save considerable time and money—and avoid painful false starts and wasted effort.

Developing a well thought out strategy and plan can help avoid wasting time, money and effort. The result is a faster and easier ascent with less risk. That is the beauty of a research-based approach.



### **LEARN MORE ABOUT BECOMING A VISIBLE EXPERT®**

There is a lot more to the story of becoming a VE. Hinge offers a variety of ways to master our Visible Expert program, learn invaluable tips and shortcuts and follow in the footsteps of actual high-profile Visible Experts.



### **READ THE BOOK:**

Read *The Visible Expert: How to create industry stars. And why every professional services firm should care.* In this groundbreaking book, you will learn, step by step, how you or your colleagues can become high-profile industry experts. Along the way, discover how over a dozen real-world experts rose from obscurity to prominence.

**Download Now** »



#### TAKE THE COURSE:

In *The Visible Expert Course* at Hinge University, Hinge Partner and Visible Expert Elizabeth Harr leads you through a comprehensive program that will build your reputation and visibility in the marketplace. This course is designed to be practical: you can complete much of the groundwork as you progress through the lectures and worksheets.

**Register Now** »



#### START A VISIBLE EXPERT PROGRAM AT YOUR FIRM:

Hinge's Visible Firm Program works with individuals or teams in your organization to develop their Visible Expertise. The program is highly customizable and can be tailored to your firm's specific needs.

**Request More Information »** 



# **ABOUT HINGE**

Hinge is the leading research-based branding and marketing firm for professional services. Our ongoing research into over 30,000 firms and buyers of their services is changing the way firms go to market.



Hinge is made of up of three divisions:

- **1. Hinge Marketing**, our consulting arm, helps businesses build gorgeous visual brands, deliver powerful marketing programs and achieve exceptional growth.
- **2. Hinge Research Institute**, our research arm, studies the professional services industry and equips organizations that want to reach and engage this audience with compelling research-based content.
- **3. Hinge University**, our online learning platform, teaches high-growth, high-visibility strategies and techniques to marketers, business developers and professionals across the globe.

To find out how Hinge can help your professional services firm experience faster growth, contact us!

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# ABOUT THE HINGE RESEARCH INSTITUTE

The Hinge Research Institute, a division of Hinge, has a two-part mission:



- To study high-growth professional services firms
  and their clients. We collect data and analyze
  marketplace trends to discover why some firms grow much faster than average while
  spending less on marketing. We share this knowledge so that every professional services
  firm can prosper.
- 2. To help organizations engage their professional services audience. We do this in a variety of ways, such as:
  - **Creating custom research:** Commission a piece of research once and repurpose it many times in blogs, webinars, articles, social media posts and more.
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