



The **Buy-in-ish** Cycle

The Main Reason Strategies Fail



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53 days until Christmas

A Commitment Carol

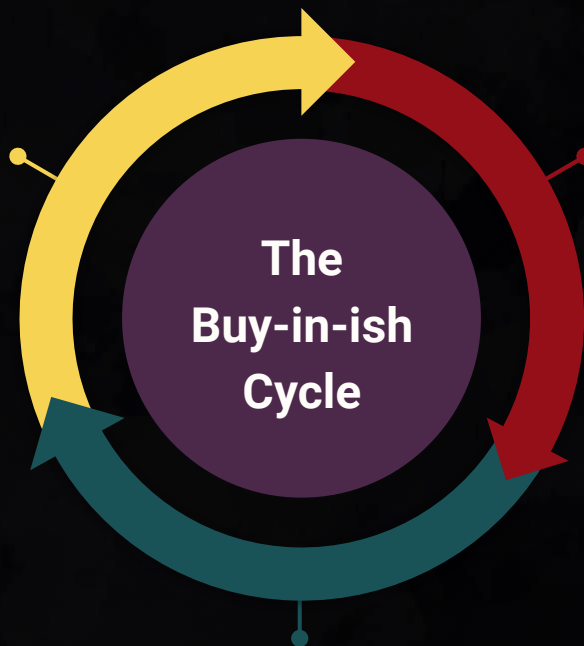


An abstract, textured graphic in shades of blue and purple, resembling a splash or a cluster of leaves, serves as a background for the text.

*A Commitment Carol
First Chapter*

The Buy-in-ish Cycle

**Fake
Buy-in**



**Half
Results**

Lack of Proof



It is exhausting



A Commitment Carol
Second Chapter

The Three Ghosts



The Ghost of Clear Rejection

Learn to spot this

**Fake
buy-in**



**Half
results**

Lack of Proof

Focusing on getting sign-off at the cost of commitment

**We think we can prompt
commitment by giving no other
options but to say ‘yes’**



**‘Do you want to increase
your organic traffic?’**



**‘Do you want your content
to rank and convert better?’**

Be skeptical of ‘Yes’

**‘Yes’ without commitment
is worse than a ‘No’**

Apply critical thinking by
asking better questions

Who are the crucial stakeholders, decision-makers and blockers?

**What are their goals and how
will they be impacted?**

**Decide who needs to be
involved and when**

**Be open to listen to their
concerns and objections**

Welcome hearing 'No'

**Rejection - at any point -
is an opportunity to
develop a better solution**



The Ghost of Healthy Conflict

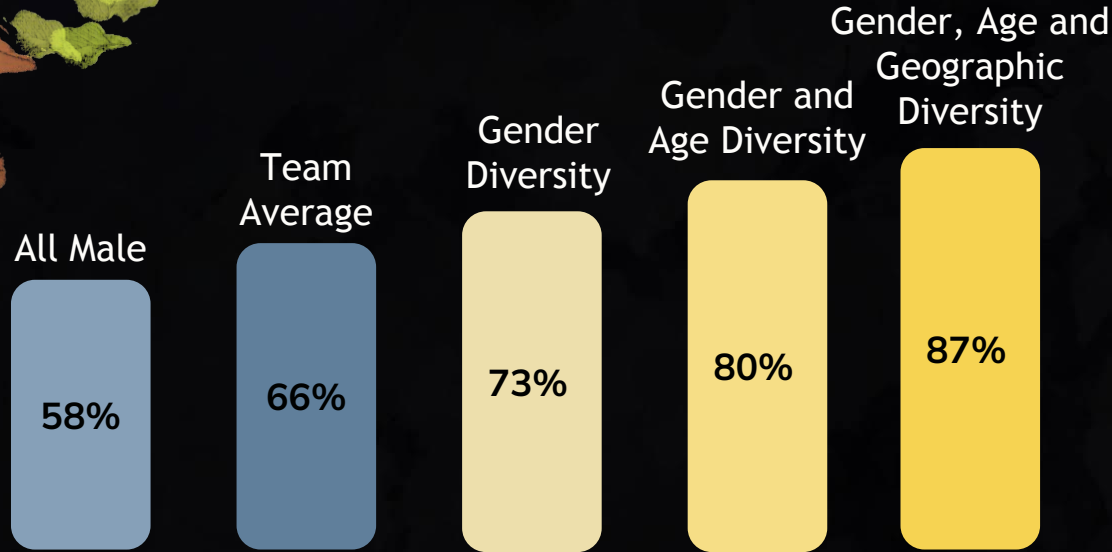




Is there such thing as a one person team?

**Individual decision-making is
not only a huge responsibility,
but it can often leads to
worse results**

Teams make better decisions compared to individuals



Source: Forbes, Cloverpop (2017)

**Human decision-making is
rarely rational and is strongly
biased by unconscious mental
processes**

Be aware of confirmation bias

**It's better to know
that you are wrong
than to think
that you are right**

**Seeking out views
different to yours
is strength**



**Involve other teams in
the early stages of your
planning**

**Strategy needs
cross-functional team
collaboration to succeed**



What if other teams aren't interested to engage?

**You need to build trust and
understanding in order to
increase engagement**

**Your audience needs to
understand the why
before the what**

**‘We are persuaded by
reason, but we are
moved by emotion’**

Source: Robert Cialdini, Influence

**Create a good story
to support your case**

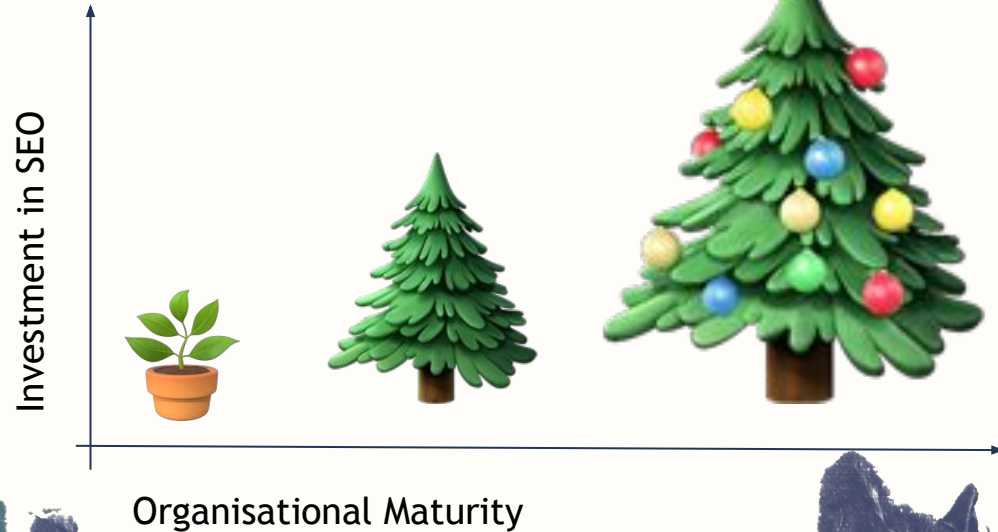
**Stories have the power to
increase understanding
and build engagement
with complex issues**





The Ghost of Maturity

How do you measure business SEO maturity?



Higher SEO maturity leads to better performance

Source: Botify (2019), Conductor (2022)

However...

Maturity isn't linear

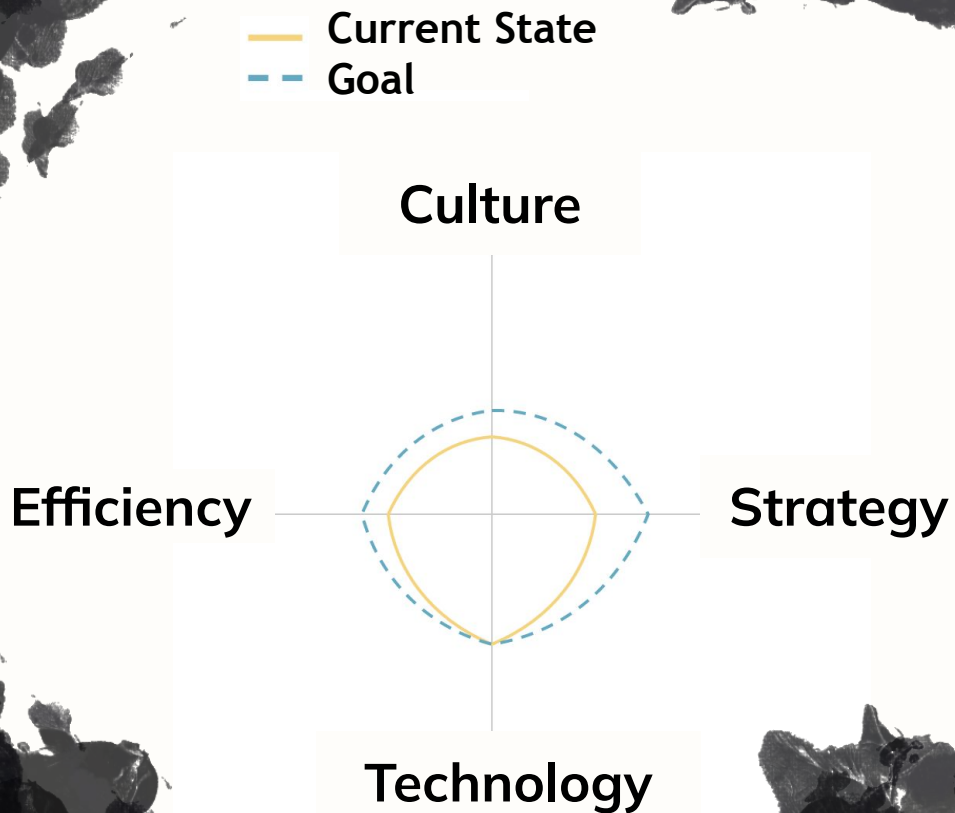
**Because it isn't just about
growth**

**It's a multidimensional
concept, that changes
constantly**

Maturity requires both growing and nurturing



Organisational Maturity Graph for SEO



Culture

OMG for SEO Scoring Chart		Example Business			
Scoring Criteria	Max Score	Current Score	Goals	Comments	How to
Culture	100	0	0	Comments	?
SEO Learnings & Development	10	0	0		?
The SEO team has no time within working hours for learnings and development, any additional learning has to happen outside of working hours	0				?
The SEO team has some time dedicated for development but no or minimal budget for trainings, conferences and additional development	5				
The SEO team has both dedicated time for further development and is supported by the company with a learning and development budget.	10				
SEO Influence	50	0	0		?
Content SEO	0-10				?
Technical SEO	0-10				?
Outreach and Digital PR	0-10				?
SEO KPIs and Metrics	0-10				?
Other applicable areas of SEO (Local, International, etc.)	0-10				?
Teams with SEO Knowledge	30	0			
Content teams (Copywriters, Journalists, Social Media, PR, Brand teams and Third party)	0-10				
Technical teams (Developers, Engineers, Product teams, Analysts)	0-10				
Leadership teams	0-10				
SEO Team	10				
No dedicated SEO	0				
SEO team is underresourced	5				
SEO team is well resourced	10				

Strategy

OMG for SEO Scoring Chart			Example Business			
Scoring Criteria		Max Score	Current Score	Goals	Comments	How to
Strategy		100	0	0	Comments	?
Control		30	0	0		?
URGENCIES	The SEO team often has to 'firefight' fixing issues. There are frequent unexpected issues that pop up that have to be dealt with urgently.	0				?
	There are occasional SEO 'fires' within the business, but the business is aware and there are procedures and education in place to avoid these in the future. The SEO team is mostly able to follow their plan and manage their workload accordingly.	5				
	The SEO team manages issues in a planned, timely manner. Occasional SEO 'fires' are rare, and when they do occur, the team is able to follow their plan and manage their workload accordingly. The team is able to follow their plan and manage their workload accordingly.	10				
TEST AND LEARN	The team does not have the flexibility and/or capacity to A/B test and experiment in order to improve SEO.	0				?
	The team has some flexibility when it comes to running A/B tests, but these happen in isolation from the rest of the team. Implementation requires additional buy-in from business stakeholders.	5				
	The team often runs A/B tests and experiments as part of an optimisation roadmap. These tests are controlled and are reported on in collaboration and as a result implemented accordingly.	10				
IMPLEMENTATION	SEO is considered more as an afterthought. Roadmap items often get pushed back or aren't implemented correctly.	0				?
	SEO roadmap items sometimes get pushed back but are eventually implemented correctly.	5				
	SEO is part of the product roadmap and with reasonable prioritisation, items are usually implemented on time.	10				
Site Health Metrics		40		0		?
BACKLINKS	The business monitors its link profile and maintains a healthy natural link building roadmap. Campaigns involve digital PR and outreach to maximise reach, link status codes and journeys are monitored in order to ensure maximum impact and potential harmful links are reviewed and actioned when needed.	0-10				
CRAWLING	The business is aware and on top of how the site is being crawled and accessed by search engines. Robots.txt and sitemaps are well maintained and managed by the SEO team.	0-10				
RENDERING	If the site uses JavaScript or isn't static HTML, the company is aware of how the site is being rendered by search engines, potential issues with links and content are monitored and rendering speed and efficacy are reported on.	0-10				
INDEXATION	There is a focus on indexation. Desirable pages are indexed and unnecessary pages aren't (i.e. there's no indexing bloat). Understanding is clear around the impact of 3xx, 4xx, 5xx status codes. There isn't any specific indexation issue flagged in GSC or other tools.	0-10				
User Awareness Metrics		30				
SHARE OF SEARCH	The business has a clear view on the Total Addressable Market and their share of organic search. Competition is monitored and reported on, in order to understand if performance changes happen as a result of changes in the business, seasonality, or the competition getting ahead.	0-10				
RANK TRACKING	The business tracks a comprehensive keyword list and understands rankings. Keyword lists (either automatically using GSC API or manually in rank tracking tools) are often updated to reflect the new queries and how search is evolving.	0-10				
CONVERSIONS	Tracking CTR, conversion rate, focus on Traffic to Revenue, using projections when it comes to SEO	0-10				

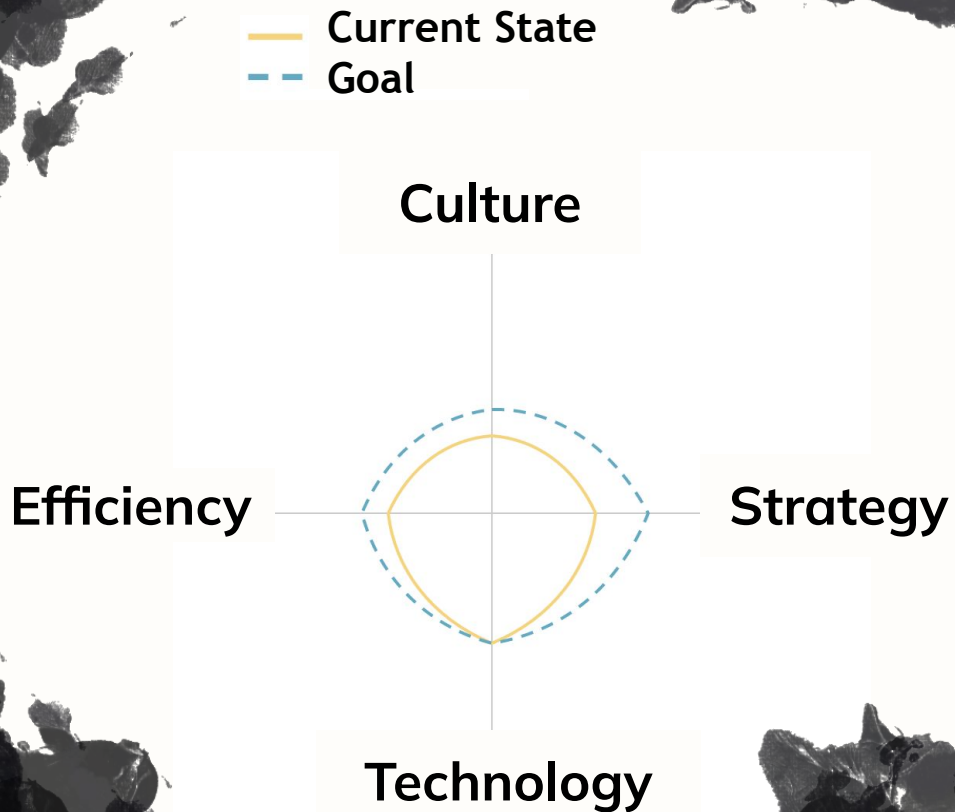
Technology

OMG for SEO Scoring Chart			Example Business			
Scoring Criteria		Max Score	Current Score	Goals	Comments	How to
Technology		100	0	0	Comments	?
Data Quality		70	0	0		?
SHARE OF SEARCH	The business doesn't monitor their organic performance against competitors	0				
	The business has ad-hoc monitoring and reporting on their share of organic search	5				?
	The business has dedicated tools and metrics to use to report on their share of search against competitors and understand when they fall behind competition for their targeted topics.	10				
BACKLINKS	The business doesn't monitor their backlink profile	0				?
	The business ad-hoc monitors its backlink profile.	5				
	The business actively monitors its backlink profile and manages it.	10				
CRAWLING	The business doesn't have an effective crawling solution in place.	0				?
	The business has a crawling solution to have ad-hoc monitoring of the site.	5				
	The business has a crawling solution that can effectively crawl and insights driven from this tool are meaningful and actionable.	10				
RENDERING	The business doesn't understand if or how the site content is being rendered by search engines.	0				?
	The business has ad-hoc/manual monitoring of how the site is being rendered by search engines.	5				
	The business has an efficient solution in place to understand how site content and links are being rendered and viewed by search engines. The solution helps monitor the site and makes sure potential issues won't get missed.	10				
INDEXATION	The business doesn't utilise server logs and/or GSC index coverage reporting to understand indexation performance and issues.	0				?
	The business utilises GSC index coverage report and/or ad-hoc log file analysis to identify crawling and indexation issues.	5				
	The business has automated reporting and monitoring of log files or GSC index coverage report is fully sufficient to understand crawling and indexation.	10				
RANK TRACKING	The business doesn't monitor its rankings.	0				?
	The business uses GSC or GSC API data or Scraped keyword data to monitor its rankings.	5				
	Both GSC API and scraped keyword data are being collected and monitored or rank tracking purposes.	10				
ATTRIBUTION	The analytics data collected by the business only allows SEO conversions to be tracked in a limited way.	0				?
	The analytics data collected allows SEO to have some understanding of the channel conversion (i.e. collects revenue data).	5				
	The analytics data collected can be attributed to SEO for both direct and assisted conversions and there's a clear understanding of the customer journey.	10				
Reporting, Testing and QA		30				?
MANUAL / AD-HOC	No SEO reporting	0				
	Spreadsheets	5				
	Tool reporting	5				
	Agency reporting	5				
	Mix of the above	10				
AUTOMATED	Centralised Data Visualisation (Looker, Tableau, Google Data Studio, Power BI, etc.)	10				
A/B Testing	None	0				
	Ad-hoc/Manual	5				
	Automated	10				
QA	None	0				
	Ad-hoc/Manual	5				
	Automated	10				

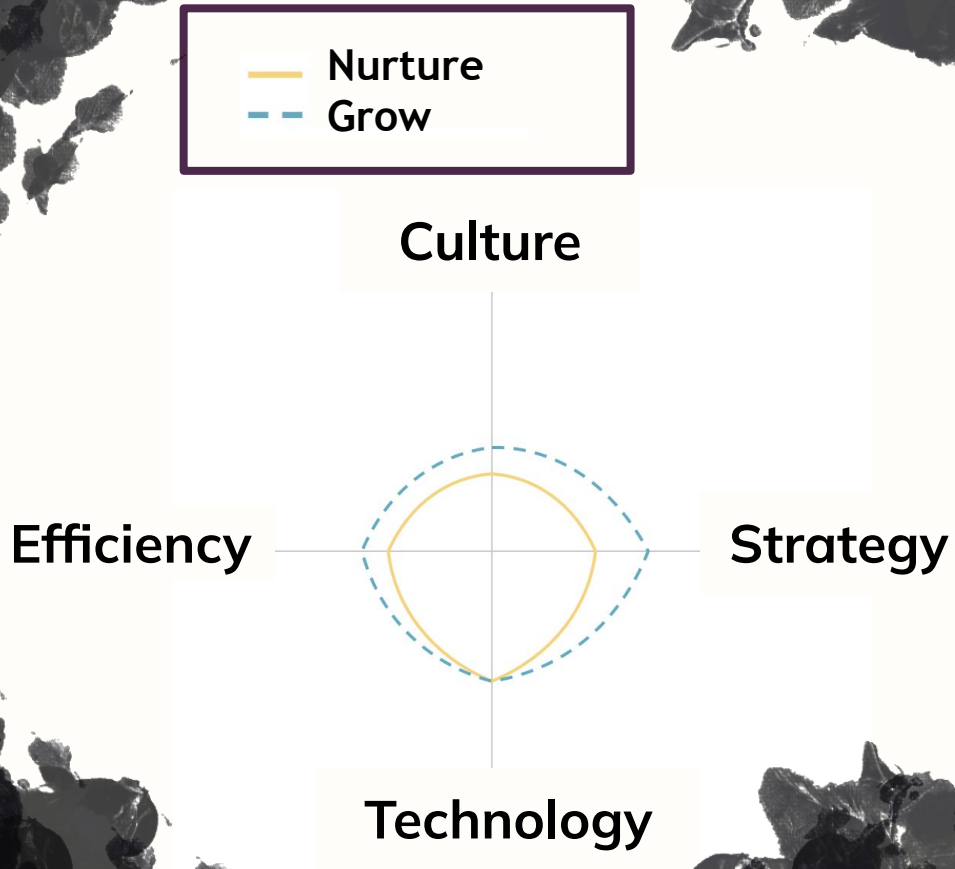
Efficiency

OMG for SEO Scoring Chart			Example Business		
Scoring Criteria		Max Score	Current Score	Goals	Comments
Efficiency		100	0	0	Comments
Current Platforms		30	0	0	
Customer Journey	Reporting is disconnected and/or not available in order to understand where SEO sits and how it integrate within the customer journey.	0			
	There's disconnected reporting, but data is available from different teams and sources to pull insights ad-hoc and understand the where SEO fits in the customer journey.	5			
	Every customer journey stage is covered, reports are automatically tracked and generated and the data gives a clear view of where SEO fits in the customer journey.	15			
Tools/Softwares	No use of dedicated SEO softwares	0			
	Minimal use of SEO softwares, mainly free softwares.	5			
	Availability of SEO softwares but team isn't trained to utilise them to its full potential	10			
	Softwares are fully utilised, team is trained to use it	15			
QA and A/B Testing		20	0	0	
EFFICIENCY	Manual	0			
	Automated	5			
EFFECTIVENESS	SEO isn't included in QA and A/B testing.	0			
	SEO is included depending on resource available, and recommendations are often missed or dropped.	5			
	SEO is included as part of standard process but recommendations are still often missed and/or not implemented properly.	10			
	SEO is included as part of standard process and recommendations are implemented properly.	15			
Business Reporting		20			
EFFICIENCY	No regular reporting	0			
	Manual	5			
	Automated	10			
EFFECTIVENESS	Doesn't include SEO	0			
	Includes SEO metrics	5			
	Includes custom SEO metrics, depending on business goals and impact	10			
Speed & Scale		30			
Strategic Initiatives	The integration of SEO projects, initiatives & tests within the roadmap	0-10			
Feedback Loops	The speed and efficiency of SEO QA and troubleshooting	0-10			
Decision-makers (Heads of, C-level, etc.)	The efficiency and speed of sign-off process on budget, projects and resources	0-10			

Organisational Maturity Graph for SEO



Your energy and effort need to focus on both nurturing what you have and growing into where you want to be



**Get used to regularly
reassessing maturity**

How do business changes impact the maturity graph?

**What happens if a key
champion for SEO leaves the
business?**

**Or you lose budget for a tool
that was making things
a lot more efficient?**

Or the business gets acquired?

**Or the team grows
significantly?**

Different stages need different strategies to succeed



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*A Commitment Carol
Final Chapter*

The Bought-in Cycle

How do you prioritise your current projects?

**If everything is important,
nothing is**



Include probability as a prioritisation metric

Consider the business needs



SEO team



Leadership

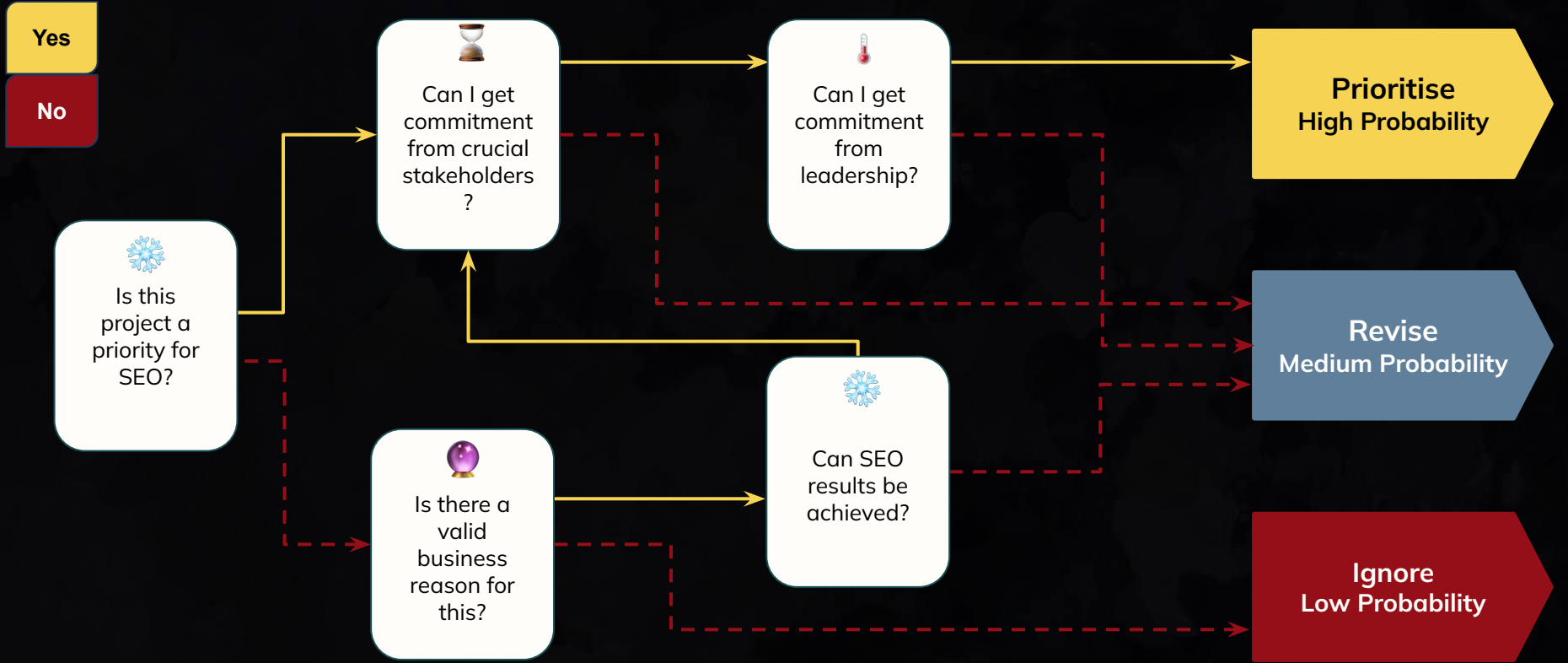


Stakeholders



Miscellaneous

Buy-in Probability Prioritisation Framework

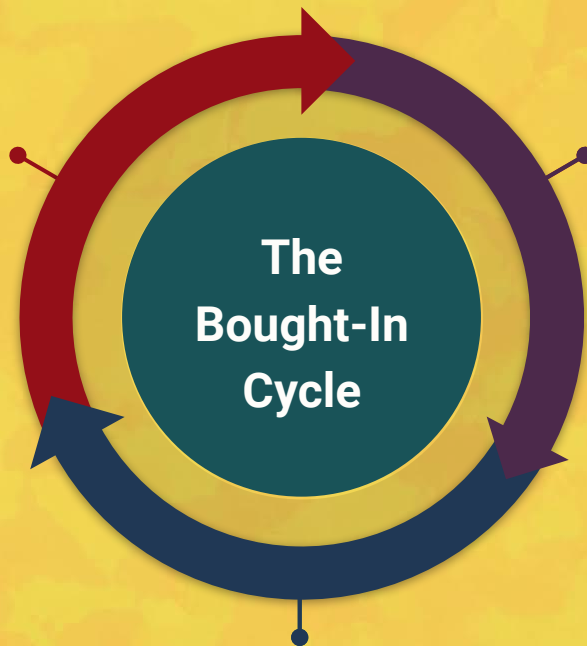


Learn to let go of the time wasters





**Real
Buy-in**



**Results
Meeting
Expectations**

Success Stories

Optimise your strategy for commitment





The End

Resources:
chameleonjournal.com/resources



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