REVENUE WISE

Business Development Program

Go-To-Market Plan

Use this worksheet to create your  
business development plan.



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Version 9.4

# Get Started

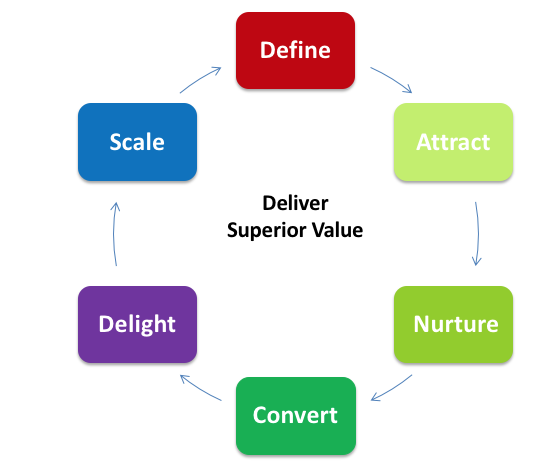
## Instructions

1. Determine which stage in the biz dev cycle you most need to focus your efforts.
2. Set your current year objectives on the next page, then complete your business development plan. Divide your activities by quarter.
3. If you need to a refresher, look at the most useful business development tactics in Appendix B and C
4. If you want some guidance on how to improve your performance over last year, answer the Jumpstart questions in Appendix D.

## Biz Dev Cycle: Where do you need to focus your efforts this year?

There are six stages in the RWI Biz Dev process. Put an “X” in the one or two stages you need focus most of your efforts.

|  |  |
| --- | --- |
|  | **Define.** Do I need to refine my practice focus and value proposition? |
|  | **Attract.** DoI need to secure more new prospects and/or raise my market visibility? |
|  | **Nurture.**  Do I need to develop a better sales pipeline and spend more time converting prospects? |
|  | **Convert.** DoI need to improve my sales skills and win more pitches? |
|  | **Delight.** Do I need to improve and expand the service(s) I am providing to existing clients? |
|  | **Scale.** Am I maxed out and need a system for servicing more work? |



# Current Year Objectives

## Instructions

In addition to your origination goal, set no more than three additional objectives. Remember, objectives are not single tasks (e.g. write American Lawyer article). They are much bigger and include multiple tasks (e.g. generate 25 new viable prospects; significantly raise my visibility amongst the Association of Life Insurance Counsel, etc.).

## Origination Objective

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| --- | --- |
| **Current Year Origination Target:** | $ |

## Number One Objective

*What is the single most important objective you want to achieve this year? What will make the year a big success?*

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| --- | --- |
| **Number One Objective** | **Due Date** |
|  |  |

## Other Business Development Objectives

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| --- | --- | --- |
|  | **Objectives** | **Due Date** |
| **1.** |  |  |
| **2.** |  |  |
| **3.** |  |  |

# Overall Strategy

## Main Elements

# Current Year Biz Dev Plan

## Quarter 1 Plan

### Origination Target: [enter amount]

### Goals: What will you accomplish this quarter?

### Convert: What new clients will you land, or existing clients will you grow?

### Nurture: What existing contacts will you meet with and cultivate?

### Attract: What will you do (talks, events, etc.) to meet new prospects and raise your visibility?

## Quarter 2 Plan

### Origination Target: [enter amount]

### Goals: What will you accomplish this quarter?

### Convert: What new clients will you land, or existing clients will you grow?

### Nurture: What existing contacts will you meet with and cultivate?

### Attract: What will you do (talks, events, etc.) to meet new prospects and raise your visibility?

## Quarter 3 Plan

### Origination Target: [enter amount]

### Goals: What will you accomplish this quarter?

### Convert: What new clients will you land, or existing clients will you grow?

### Nurture: What existing contacts will you meet with and cultivate?

### Attract: What will you do (talks, events, etc.) to meet new prospects and raise your visibility?

## Quarter 4 Plan

### Origination Revenue Target: [enter amount]

### Goals: What will you accomplish this quarter?

### Convert: What new clients will you land, or existing clients will you grow?

### Nurture: What existing contacts will you meet with and cultivate?

### Attract: What will you do (talks, events, etc.) to meet new prospects and raise your visibility?

# Appendix A: Plan Details

### Speaking Plan

*Make a list of all of the talks that you will give in the next 12 months.*

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| --- | --- | --- | --- | --- |
| **Event/Organization** | **Name of Talk** | **Date** | **Status** | **Notes** |
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### Professional & Trade Association Plan

*List any associations or professional organizations that you will join. List the ways in which you will increase your participation and visibility in the organization(s).*

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| --- | --- | --- | --- | --- |
| **Organization** | **Member**  **Yes/No** | **Target Clients Attending** | **Opportunity for Participation** | **Notes** |
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### Event Plan

*If it makes sense for your practice, list the events you plan to develop and/or sponsor.*

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| --- | --- | --- | --- |
| **Event Name** | **Producing Sponsoring** | **Date** | **Notes** |
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### Publishing Plan

*List what you will write for publication.*

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| --- | --- | --- | --- | --- |
| **Publication** | **Name of Article** | **Date** | **Status** | **Notes** |
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### PR Plan

*Does it make sense for you to actively cultivate and develop opportunities for being quoted and featured in various media?*

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| --- | --- | --- | --- | --- |
| **Publication/Media** | **Topic** | **Date** | **Status** | **Notes** |
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### Continual Contact Plan

*Does it make sense for you to send useful information to your contacts on an ongoing basis? This is great way to “add value” and maintain “top of mind awareness.”*

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| --- | --- | --- | --- |
| **Information to Send** | **Date** | **Status** | **Notes** |
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### Industry Forum Plan

*For certain practices developing an industry forum is an excellent way to generate new clients, build your personal brand, and raise your visibility within an industry. While it requires a lot of work, the payoff can be significant. Forums offer your attendees the opportunity to hear from industry players, network and socialize*.

**List ideas you might have for developing a Forum.**

# Appendix B: Tactics by Stage

## Attract Tactics

These are some of the most common tactics to use to Attract new prospects and raise your visibility:

* **Participate in Associations.** Find a Professional or Trade Association where you can get involved and get known.
* **Use LinkedIn to Generate New Contacts:** Maximize your use of LinkedIn. Use the program to find new prospects, publish articles, reach out to people you see in the “Notifications” section.
* **Conduct In-House Presentations**. Develop a “Signature Talk” that converts a cold audience to new contacts, prospects to clients and generates more work from existing clients.
* **Speak at Public Events.** Develop and deliver a Signature Talk throughout the year at public events.
* **Attend Events.** Find industry events and conferences to attend where you can meet new prospects and raise your visibility.
* **Produce Events.** Using your firm’s resources, develop your seminars or webinars.
* **Publish Content.** Publish content to LinkedIn, JD Supra, legal publications and other industry sites and magazines that emphasize your brand.

## Nurture Tactics

These are some of the most common tactics to use to Nurture existing contacts:

* **In-Person Meetings.** The most common methods include meals, coffee, taking to business events, sporting events, dinner with your spouses. Be creative.
* **Connect with Clients and Prospects on LinkedIn**. This should be a habit. First, connect with all of your existing clients. Whenever you meet a potential client, request to connect with them in a timely manner.
* **Use a “Pipeline” to Nurture Your Contacts.** Develop a sales pipeline (Excel, Word, Outlook or your in-house CRM) and systematically cultivate and nurture your relationships.
* **Send Useful Content**. On a regular basis, send personal emails that contain useful content to your contacts. These are not email alerts.

# Appendix C: Tactic Details

### Cultivating Existing Clients

Existing clients offer the easiest and most efficient opportunities to add value and grow the amount of work you and the firm do for them. They may also be candidates for introducing new services and new practice areas.

How to Proceed:The approach here is practice-specific and client-specific. For larger clients, you may want to develop a formal Client Relationship Plan. (We have a template to assist you in this task). If the client is large and important to the firm, you may want to form a client team. For smaller clients, some basic profiling and objective setting may be most appropriate.

Typical Steps: Begin by profiling the client, conducting a SWOT (strengths, weaknesses, opportunities, and threats) analysis. Develop a plan to maximize the strengths, minimize the weaknesses, remove the threats and cultivate the opportunities. In short, create ways to add value, be of service, and have a positive impact on this client.

### Developing Existing and/or New Contacts

This is a priority area, and an ongoing activity. The goal here is to maintain “top-of-mind” awareness with your core, qualified contacts and to develop new ones. One achieves this by adding value in both business, and if appropriate, personal ways. Specific activities can include eating meals, attending in-house seminars, sending articles or other helpful material, attending and/or inviting clients or prospects to social events, taking on “sampling” assignments, conducting networking activities, and so on.

### Cultivating Internal Attorney Relationships

Depending on where you are in your career, developing relationships with attorneys within your firm is an excellent way to grow your practice.

### Developing Referral Sources

Whom do you know who can refer work to you? Specifically, is there anyone who needs the services you provide to complement or complete the service(s) he or she offers?

### Improving Your Bio

Most lawyers can enhance their bios. Specific suggestions include adding your practice focus, describing how you add value, and creating links to your talks, papers, and articles.

### Signature Talks: Making Speeches and Talks

Speeches and talks are ideal ways of meeting new people and raising your visibility among your ideal clients.

### Participating in Trade and Professional Associations

Joining and regularly participating in associations and professional organizations is sometimes an effective way to become better known among your Target Clients. For this method to work, you must participate regularly and get to know others who participate. Look for ways to serve the organization; for example, by joining committees, producing events, and speaking.

### Producing “Events”

To reach a concentrated group of your Target Clients, produce your own events in an efficient way. These gatherings allow you to showcase your talent and tailor your messages. These events can include breakfast briefings, roundtable lunches and after-work mixers.

### CLE Classes

Educate prospects and clients; teach a CLE or other class at a client site as a way to appear before their in-house lawyers, and perhaps to become acquainted with their non-lawyer managers, influencers, and decision-makers.

### Sponsoring Events

Event sponsorship can be an effective way to raise your visibility and meet new people within your target industry.

### Publishing

For many practice areas, writing for publication is useful for improving your credibility. While writing takes a lot of effort, it can substantially result in raising your visibility and credibility.

### Social Networking

Social networking sites such as LinkedIn and Facebook are becoming important ways of connecting with clients. They provide an easy way to find people with whom you have lost contact and to connect with new contacts. At a minimum, you need a basic LinkedIn profile so you can accept LinkedIn invitations. All that is required is posting your picture and your bio on the site.

### Write a Blog

For certain types of practices, blogs can make sense. They require effort and diligent maintenance. Done correctly and promoted well, they can increase both your visibility and credibility.

### Online Activities

Online activities are growing in popularity. These tools are now viewed as mainstream and have reached critical mass. Consider the following list of online promotional activities:

* Social networking profiles: LinkedIn, Twitter, etc.
* Add content links to your attorney bio: video of talks, podcasts, past talks (PowerPoint slides), and articles.
* Create and merchandise past talks and articles.
* Search engine optimization of your attorney bio.

### “Warm” Calling using LinkedIn

This tactic involves contacting people whom you already know well to provide introductions for you. The easiest way to find this list is to search for second level connections in LinkedIn. “Warm” calling trumps “cold” calling every time.

### Ongoing Email Contact List

Send information of value to your contacts on a regular basis.

### Strategic Alliance Program

This involves the formal process of setting up strategic alliances with other key players in your target industry. Strategic allies are more than casual referral sources.

### Develop Relationships with VCs

For corporate lawyers serving emerging companies, cultivate a list of VCs working in your Target Client’s industry and develop relationships with them for both investor-side and client-side work.

### Press Mentions

Use PR to develop opportunities for being quoted and featured in various media.

### Create an Industry Forum

Host monthly forums at the firm’s offices. Highlight talks from players in the industry.

Offer an opportunity for the attendees to network and socialize. When others view you as a thoughtful leader and as an organizer of seminal events, you will more rapidly grow your own brand, as well as that of your practice group and firm.

### Monthly Newsletter

Develop a monthly legal newsletter for your target industry or client.

### Develop a Database of Contacts

Be diligent about gathering names of potential clients, financing sources, industry influencers, and strategic alliances that you can add to your contact list. Employ this list in multiple ways for marketing, newsletters, and seminars.

# Appendix D: Jumpstart Questions

## Performance

* + - 1. **Did you achieve your origination and billable hours goals for last year?**
      2. **If yes, what behaviors, activities, and situations contributed most to you hitting your targets? Can you repeat them this coming year?**
      3. **If you did not achieve your goals, ask yourself why. What could you have done differently?**

## Direction

* + - 1. **Do you feel your practice is heading in the right direction and progressing as you would like it to? (e.g. are you working with your ideal clients? Earning what you want? Advancing fast enough in the firm? etc.) If not, what needs to change?**

## Motivation

* + - 1. **How motivated are you to do biz dev and really grow your practice? Be honest**.
      2. **How many hours did you spend last year on biz dev?**
      3. **How many hours will you devote this year to biz dev? (200 hours are a good minimum to aim for.)**

## Personality and Behavior

*When it comes to developing and executing your plan, personality plays a big role. If you remember from your MBTI training, some people like to take a “planful” and systematic approach and others like to take a “when the spirit moves me” approach.*

*It is well documented, that success is strongly correlated to being consistent in your biz dev efforts, particularly when it comes to cultivating relationships. Simple structures like using Outlook reminders go a long way to keeping you on track.*

* + - 1. **How willing are you to schedule time each week for biz dev?**