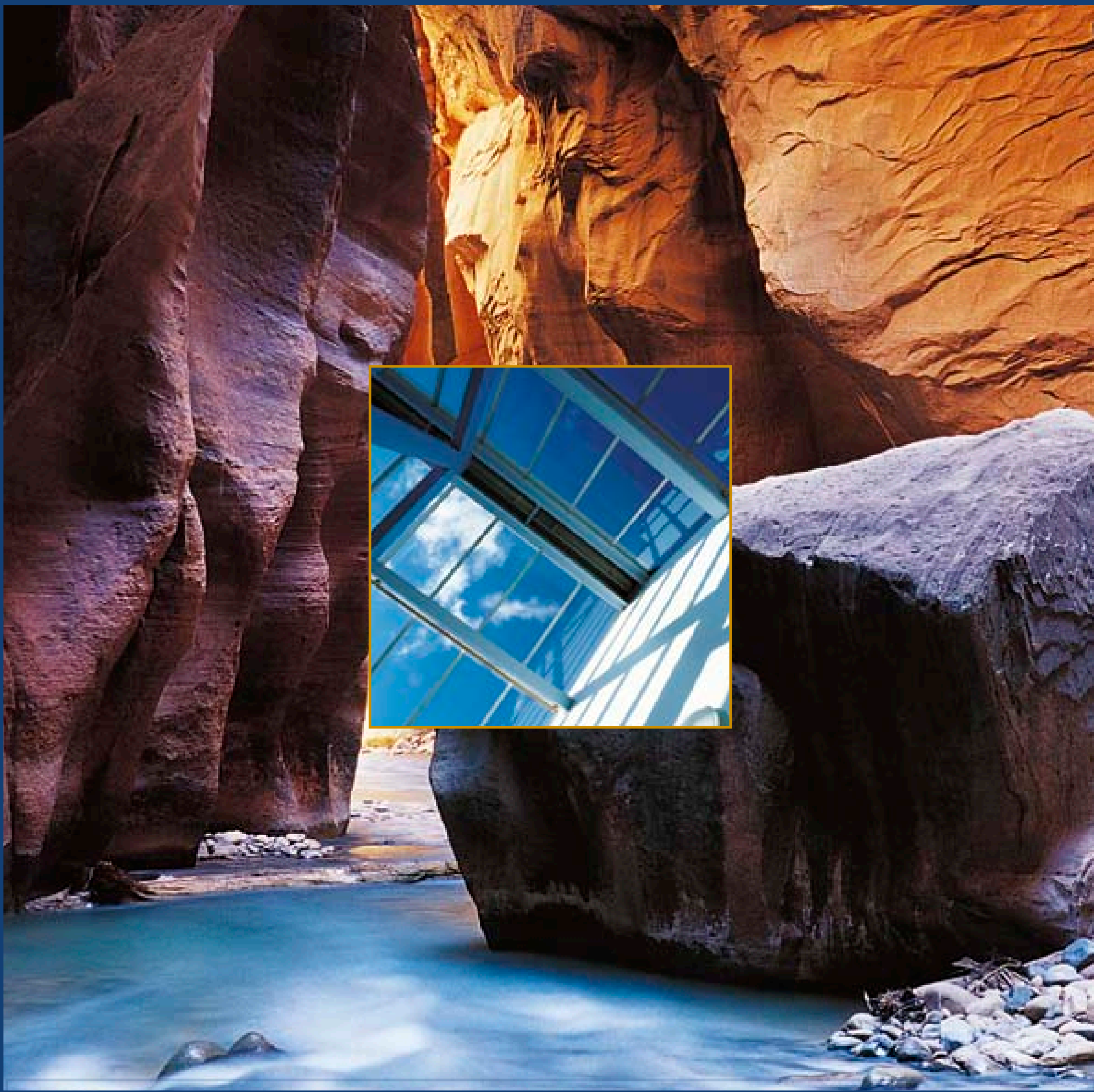
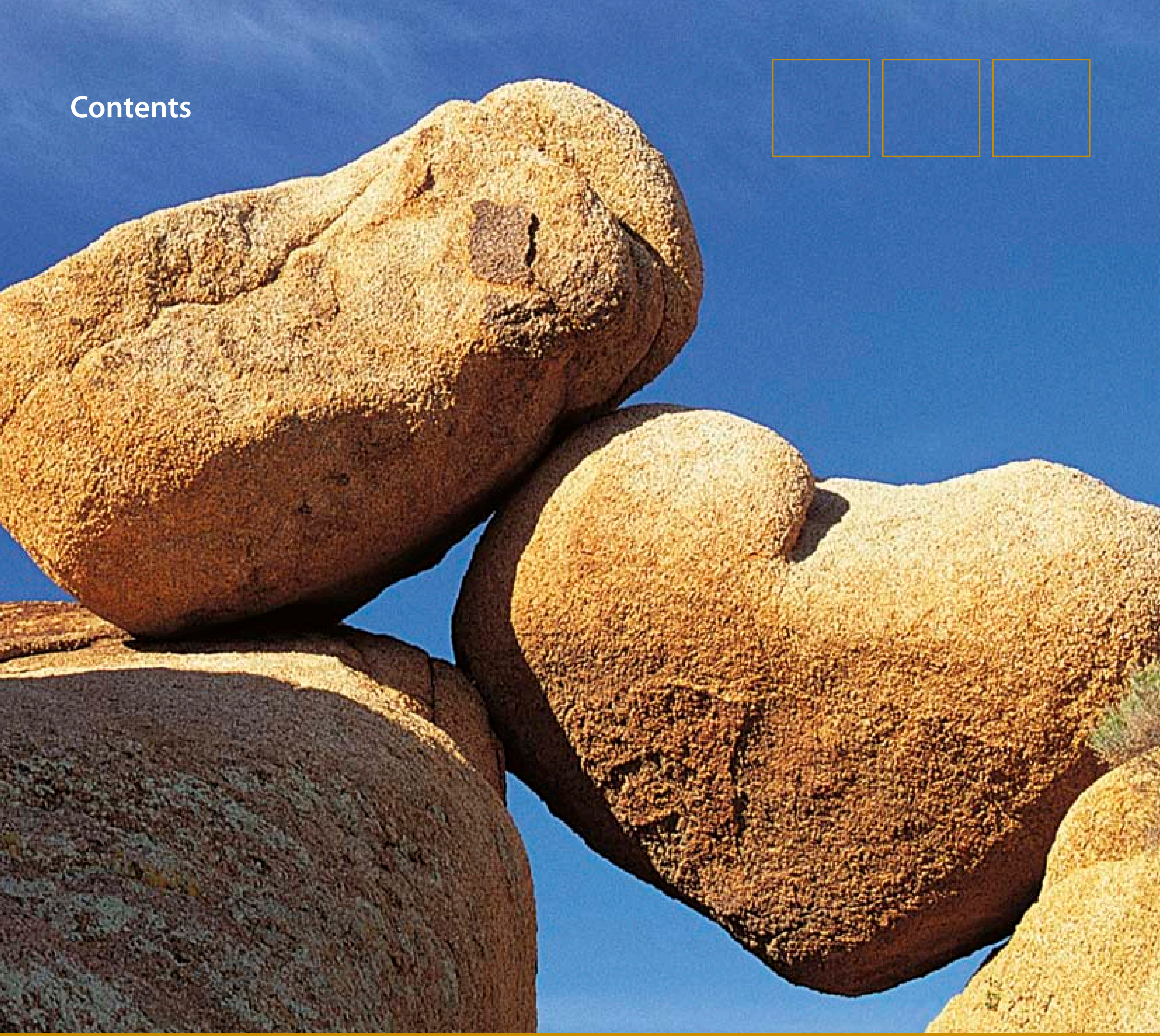


The Business Development Programme

The results consultancy
THE PERFORMANCE IMPROVERS

The Business Development Programme has been created to give you the support you need to win high value business.

Contents



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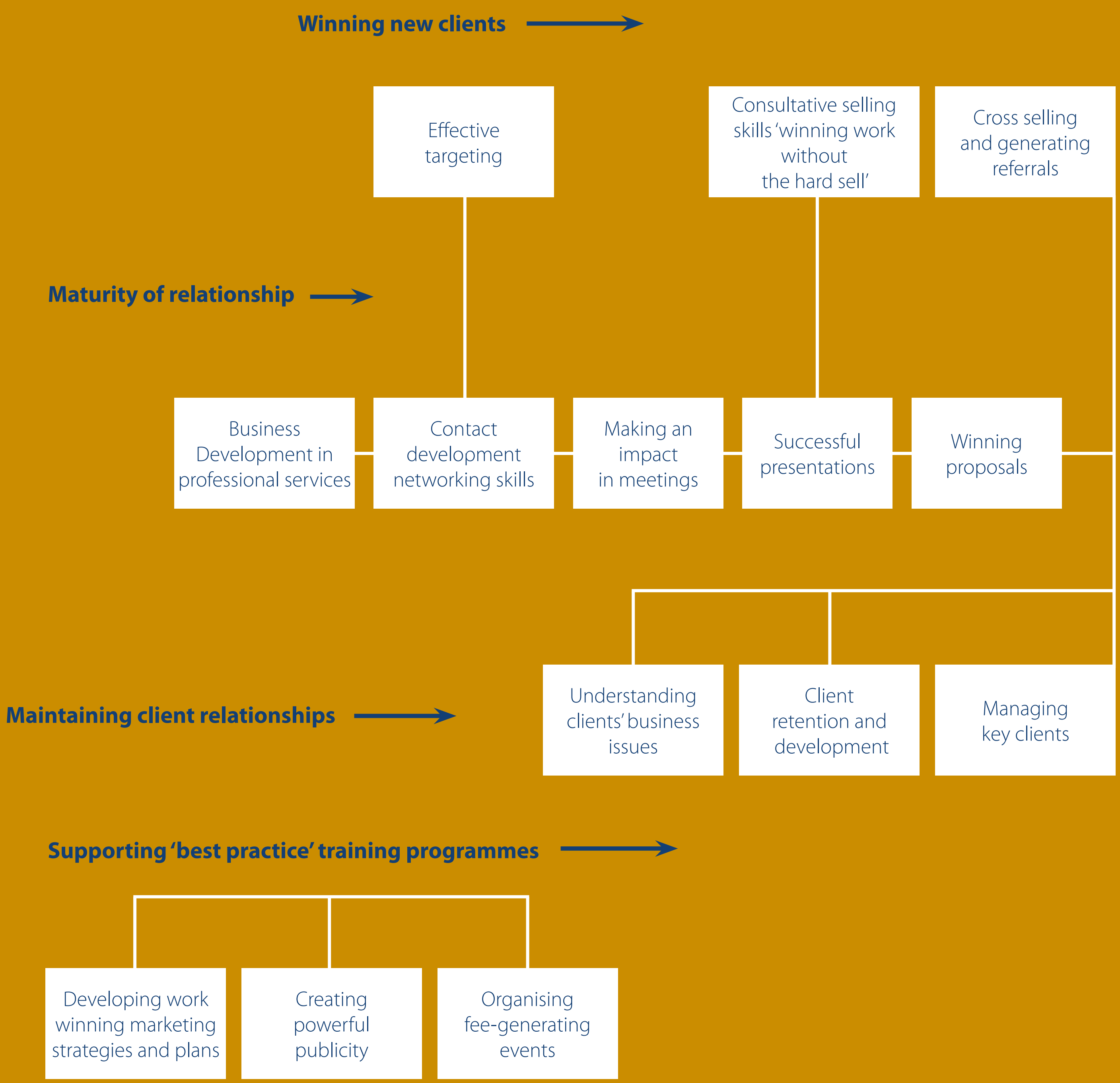
The framework



Through our research, we'll be able to show you - and teach you - what the very best business developers actually do to win work

The Business Development Programme

The Business Development Programme has been created to give delegates the support they need at every stage of their career in professional services.

Initially you'll want to gain an understanding of how business development works, and the role you can play helping to serve your clients better and win new work. As you gain experience the programme will provide support to help you develop a network of contacts that can mature with you. Through our research, we'll also be able to show you - and teach you - what the very best business developers actually do to win work.

And, as you recognise your need for additional skills, we have resources to assist you to become better at managing meetings, presenting your ideas and converting new work opportunities - all in a way that is both natural and thoroughly professional.

Senior fee earners may also wish to tap into our deep experience of writing and presenting winning proposals so that they give themselves the best opportunity to develop their practice, and grow their own portfolio.

But, as experienced professionals will know, winning new work is just the start of their relationship with clients. That's why we've developed programmes to help senior team members really get to grips with their clients' issues and to understand how they can help.

Our support, in the form of programmes on client management and development, is designed to help you achieve 'best in class' client satisfaction by assisting your clients to achieve their business objectives.

We acknowledge that business development can only be successful if it is focused and implemented as part of a firm's wider marketing strategy. It's about ensuring that you have the right profile in the right markets, and execute everything you do to the highest quality. Our 'best practice' programmes on market planning, research, PR and events are designed to ensure that those responsible for these key areas deliver the marketing platform and profile you require to succeed.

How does the Programme work?

The key elements of our Business Development Programme are set out diagrammatically on the opposite page. They cover the key stages of making contact, building rapport, understanding business issues, winning work and, ultimately, maintaining happy clients.

To help ensure that the guidance is pitched at the right level for your experience and seniority we've created four categories:

- Introductory
- Intermediary
- Advanced
- Master class

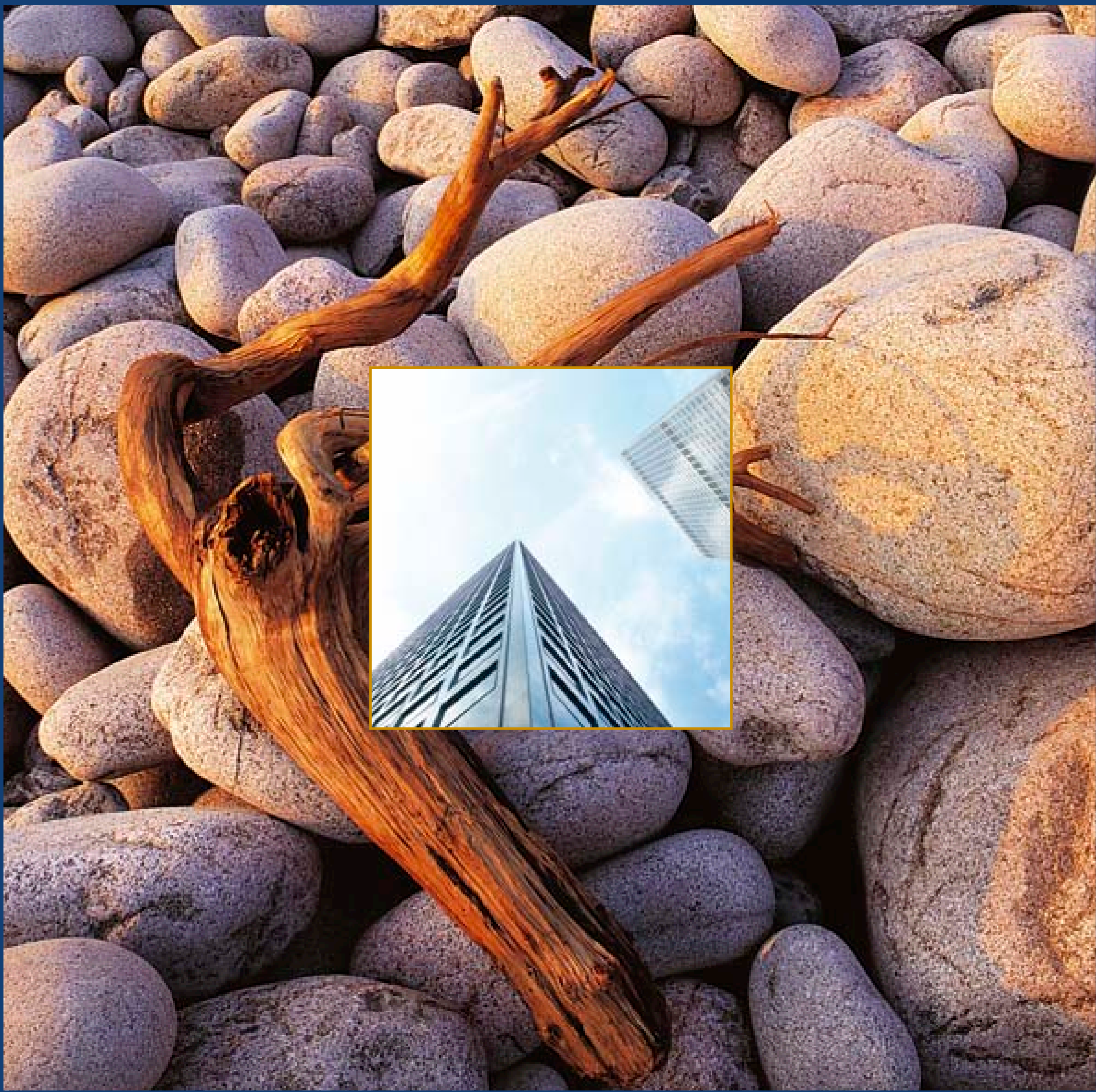
We will discuss your requirements with you to ensure that all of our programmes are tailored specifically to your needs.

Recognising the demands on fee earners' time, all of our courses are one day or less in duration.

Coaching

We also provide ongoing coaching for teams and individuals, to embed the learning and give support on 'live' business issues and opportunities.

Our objective is a simple one - to put you in the best position to win high value work



This course provides an intensive grounding in the business development techniques used by successful professional services firms

Business development in professional services

This programme provides an intensive grounding in the business development techniques used by the most successful professional services firms.

It's aimed at those who want an overview to business development in professional services and is designed to give you the understanding and 'tools' you need to effectively build your practice's business.

You'll learn

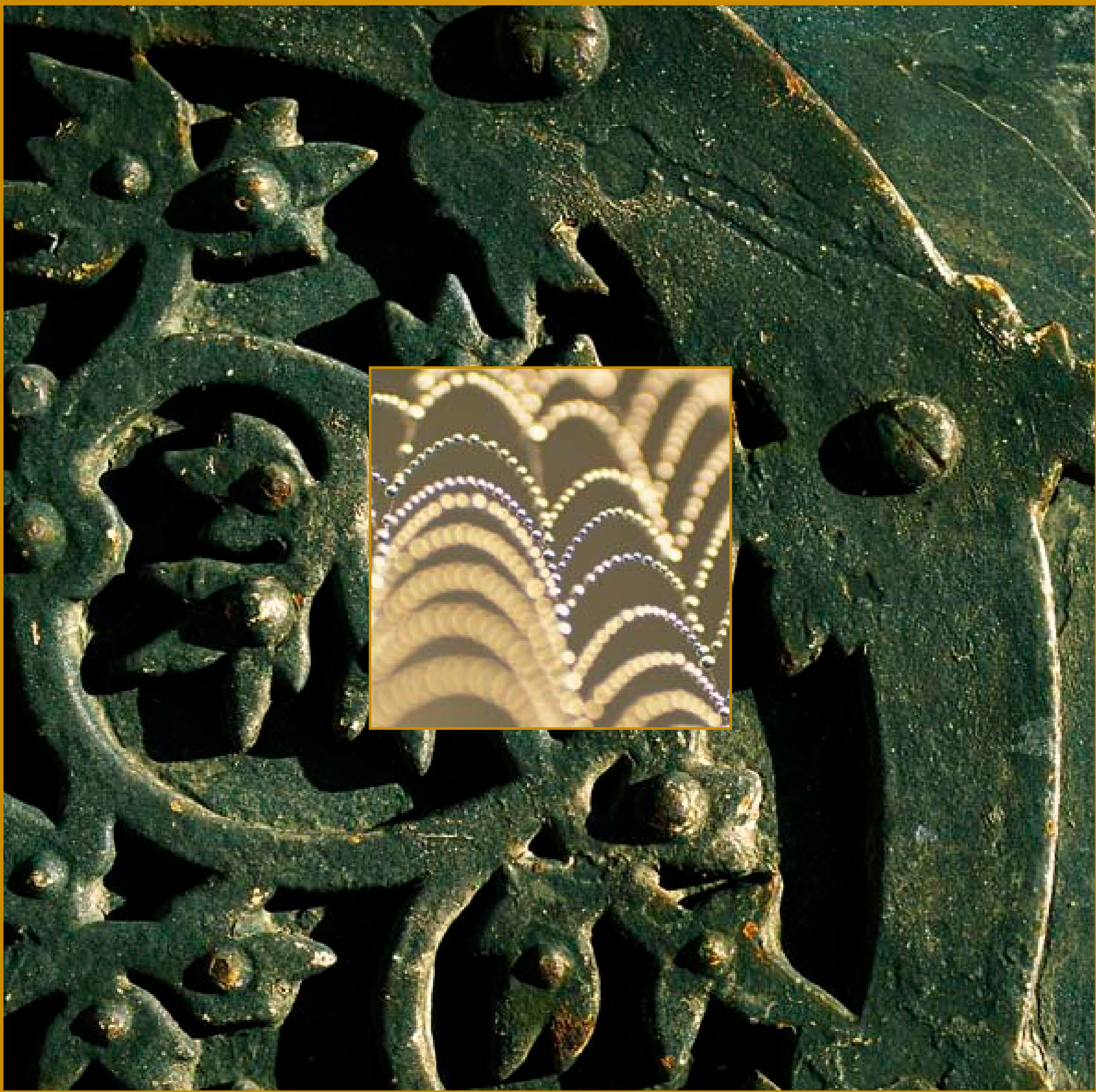
- How business development works in professional services
- The strategies and approaches that build business and win work
- How to gain a competitive edge, through effective positioning of your practice and its services
- How to create practical marketing and business development plans
- How to turn contacts into clients

Who is it for?

This programme is appropriate for those who are responsible for building their practice.

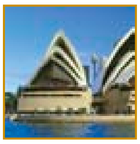
Contents

- The business development process
- Successful professional services marketing strategies
- Building a network of contacts
- Effective targeting
- Developing work winning relationships
- Making an impact in meetings
- Enhancing your questioning and listening skills
- Converting the new work opportunity
- Developing revenue generating approaches



This course takes a look at the attributes of the top networkers, the ones that have taken the process to much greater heights

Contact development and networking skills



You'll no doubt be pretty familiar with the term 'networking' and the people who do it.

As experienced networkers know, nothing can move your business or career faster and more effectively than having a base of contacts who are in the right position to help you to achieve your ambitions. On the other hand, there are few things more personally rewarding than to use your skills, knowledge and contacts to help others to achieve their goals too. When you connect with others in this way is one of the most emotionally and financially rewarding ways of doing business.

This programme takes a look at the attributes of the top networkers, the ones that have taken the process to much greater heights. It will help you to become one of them by highlighting what skills they have, and how they use them to get results - whether it's winning new work or developing a 'trusted partner' relationship with a client or other contact.

You'll learn:

- Techniques for quickly building on your existing business network
- How to make the most of every contact opportunity
- Professional ways to 'work a room'
- Follow up techniques that build a relationship
- How to use 'keeping in touch' as a way of generating assignments and opportunities

Who is it for?

You are never too young (or old) to develop networking skills, and the sooner in your career you start, the better. This course is for anyone who deals with clients, intermediaries and other contacts in the market. It's also valuable for those who are internally-focused but need to build relationships with colleagues in other practice areas or specialisms within the firm.

Contents

- The key principles of networking
- Assessing your own networking style
- Making your contacts your most valuable asset
- How to create a powerful presence and build rapport
- Communicating with confidence
- How to meet the people you want to meet
- Good business etiquette
- Follow up techniques that build relationships - and generate new work
- Using 'touch points' effectively to maintain relevant contact
- Communicating effectively in meetings, on the phone and in writing

This course takes participants step by
step through the science of targeting

Effective targeting

Identifying those organisations, and individuals, in a position to provide new work opportunities for you is a critical area of business development.

Get it right and you create a platform for growth; get it wrong and you can waste precious time and money focusing on building relationships with people and businesses that will not repay your investment.

This programme takes participants step by step through the science of targeting by working through exactly who their targets should be and, equally important, how best to engage them.

We'll cover:

- The work winning principles of targeting
- Effectively researching your target
- How to focus time and effort on your best opportunities
- Building relationships with key individuals and organisations
- Developing a practical targeting programme
- Working as a target team

Who is it for?

Every fee earner who is responsible for bringing in new work needs to know the principles of targeting. This course will help you become more successful in generating fees and using your business development time more effectively. The session is also critical for practice leaders and business development professionals who want to implement a robust and 'best practice' targeting programme.

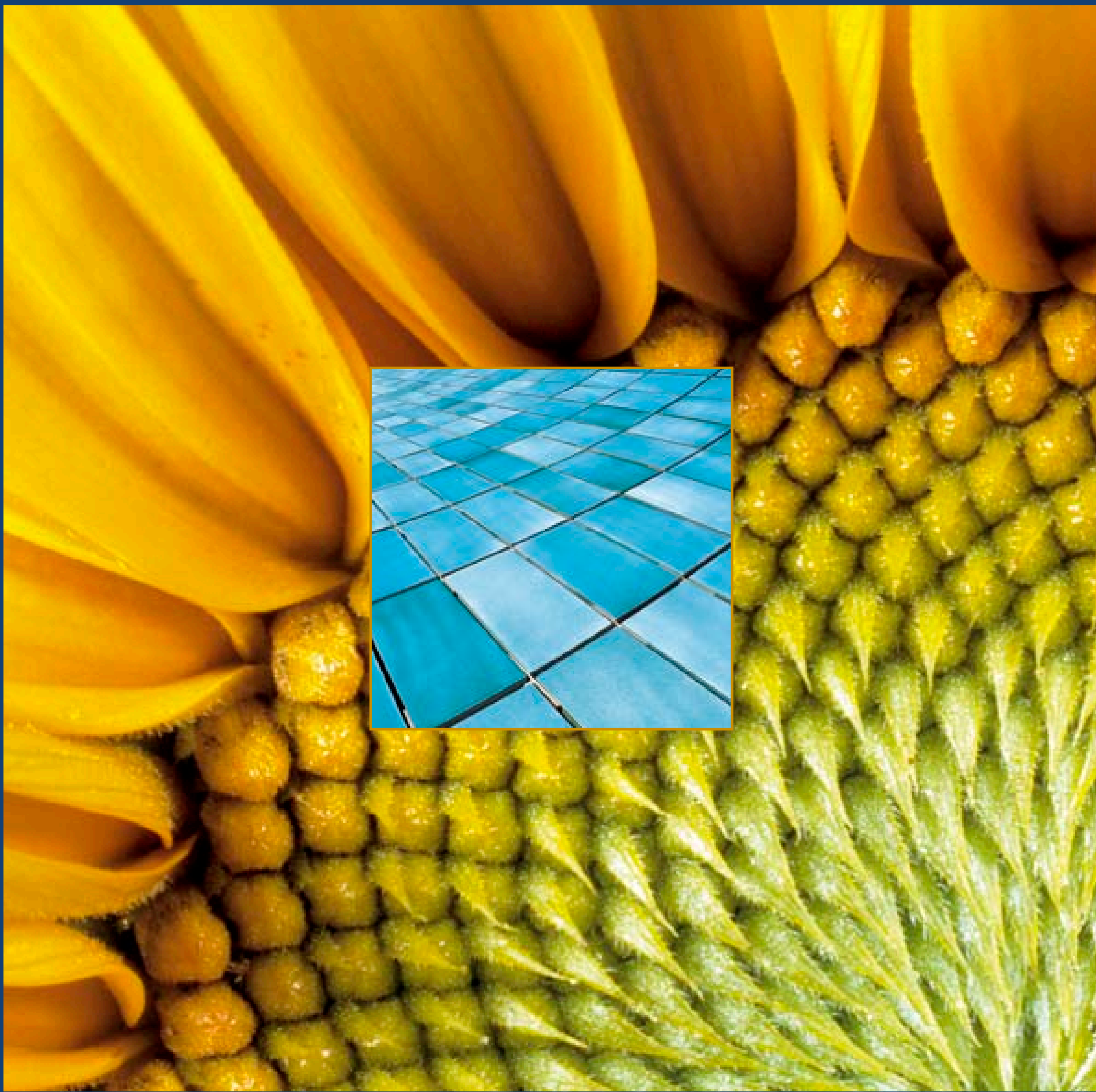
Contents

- Successful approaches to targeting
- Analysing your market
- Identifying key targets
- Using research effectively
- Assessing key contacts
- Creating a practical targeting plan
- Developing your proposition
- Taking long-term, co-ordinated action
- Working as a target team
  … and maintaining momentum
- Developing a practice-wide targeting programme

Coaching

We often work with practice area leaders and individual teams to design and drive their targeting programmes.

Our coaching can also involve one to one discussions with senior fee earners on implementing their own personal targeting plan



The course puts each type of meeting under the microscope and assesses how you can squeeze the most out of your involvement

Making an impact in meetings

Meetings are the tried and tested way for professionals to pass on information, solve problems, discuss issues, brainstorm ideas, motivate others - and to sell themselves.

They take many forms from formal boardroom-style deliberations, through small gatherings, to one-to-one discussions. Whatever guise it takes, there's no arguing with the fact that a face-to-face meeting with one or more people puts you firmly in the spotlight - and to succeed you have to perform.

The programme puts each type of meeting under the microscope and assesses how you can squeeze the most out of your involvement, whether you are a participant in the meeting or leading it. You'll also learn how to really get your message across when you are sharing your thoughts and ideas with those present.

You'll learn how to:

- Successfully participate in any meeting
- The 'best practice' way to run a meeting
- Handle small meetings and 'one-to-one' discussions
- Assess the impact of seating positions
- Build rapid rapport with others
- Detect the decision maker
- Get your message across succinctly but powerfully
- Read other people's body language

Who is it for?

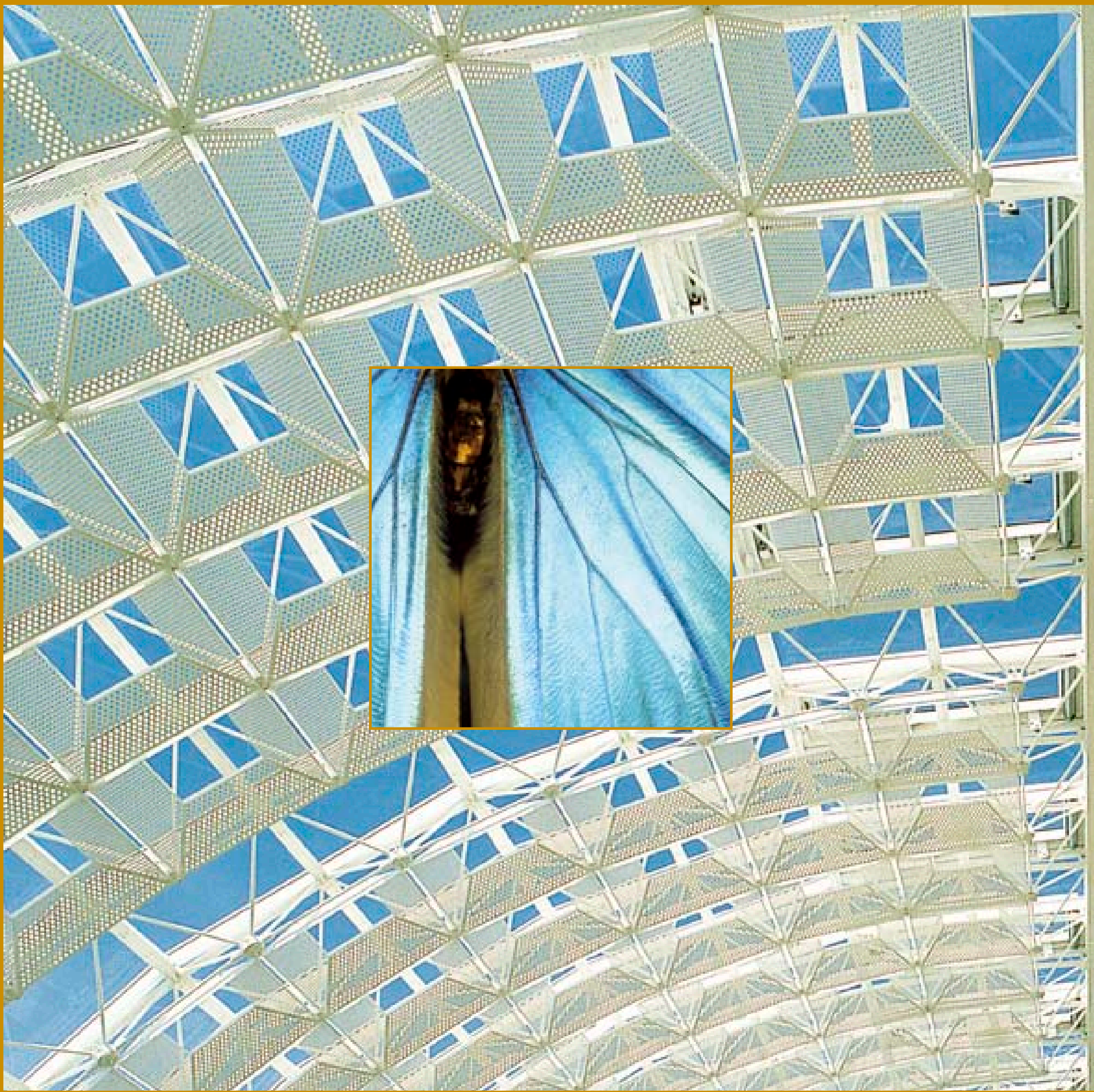
The programme is applicable to anyone who regularly meets clients/intermediaries and colleagues on a formal face-to-face basis.

Contents

- The different types of meetings and their associated 'rules'
- Understanding the 'politics' and dynamics of meetings
- Participating in formal meetings
- Techniques for making an impact on all occasions
- The importance of listening and recapping
- Adapting the skills of successful professionals to gain rapport and understanding
- The crucial importance of seating positions
- What to say, and how to say it, when you have a point to make
- Best practice ways to chair a meeting
- The secrets of creating action-oriented, motivational, meetings

Coaching

We can advise on strategies, agendas and structures for meetings, and provide facilitation for team meetings and away-days.



You'll learn techniques to position yourself as a strategic consultant

Consultative selling skills …
winning the work without the 'hard sell'

This course provides participants with the skills they need to become successful in consultative selling. You'll discover how to convert new work opportunities and build rapport and trust by adapting your personal style to suit each contact.

You'll also learn techniques to position yourself as a strategic professional who is able to identify a contact's needs, explore options and suggest approaches that will lead to the generation of profitable new work.

You'll learn:

- The principles of consultative selling and how to apply them
- The skills and behaviours of a consultative adviser
- How to add value to your client relationships
- How to ask questions like the best professionals
- How to use your body language effectively, and read that of others
- How to build rapport and a 'trusted professional' relationship

Who is it for?

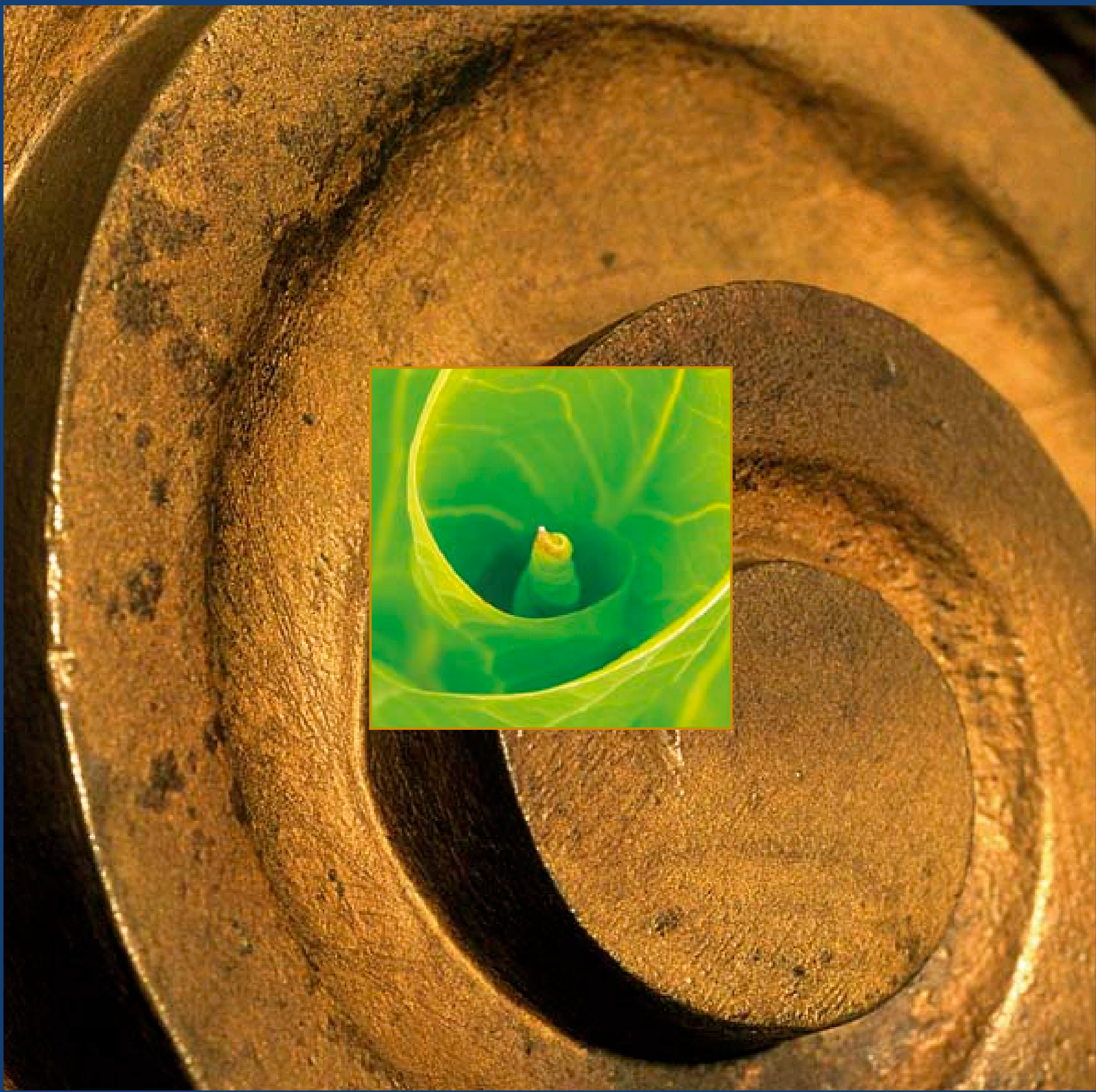
The course is aimed at all senior fee-earners who need to develop relationships leading to new work opportunities from clients and prospective clients.

Contents

- Using your own contacts to generate opportunities
- Making an impact through effective research
- Approaching potential clients professionally
- Managing the business development meeting
- Putting yourself in your contact's shoes
- The power of asking the right questions
- How to listen effectively to identify opportunities
- Differentiate yourself by focusing on 'what's in it for them'
- Gaining your contact's agreement to action
- Preparing a work-winning proposition
- Dealing with potential concerns and barriers to working with you

Coaching

We can work with individuals on converting specific 'live' new work opportunities.



The ability to 'connect' with those whose decision can sometimes have a life-changing effect on your future can't be understated

Successful presentations

Professional firms can spend thousands of pounds, and sometimes years, in getting the opportunity to present, face-to-face, to key contacts at a potential client.

And, on a personal level, for many professionals, the highest test of their career is to present to a client's Board their thoughts on what needs to be done.

The ability to 'connect' with those whose decision can sometimes have a life-changing effect on your future can't be understated. But why do some people succeed where others fail miserably? The answer often lies in how the presenter delivers their message. Successful professionals know how to make high impact presentations with confidence and enthusiasm.

You'll learn how to:

- Structure, prepare and rehearse an effective work winning presentation with minimum time and effort
- Get your message across with greatest impact
- Use support materials effectively
- Bring out the 'natural you' through what you say and how you say it
- Read the body language of your listeners and adapt your style and message
- Get your listener's participation and maintain their real interest and involvement in what you say

Who is it for?

This course is for anyone who wants to improve their skills and build their confidence and enthusiasm when delivering business presentations.

Contents

This course is run in a non-threatening workshop style, where delegates have the opportunity to develop their skills in a safe and supportive environment. You'll have the chance to present individually and as part of a team - and see your performance improve with each session.

Using video feedback coupled with advice from the course leader and the observations of other delegates, you'll learn what works, and what doesn't, when presenting - and be able to apply the techniques used by today's acknowledged great business and political speakers.

Coaching

We also offer individual coaching and script writing for presentations.

In our experience, you already have the knowledge to write winning proposals

Creating work winning proposals

Winning more work from tenders and formal proposals

The course will provide you with new insights, fresh ideas and a more focused approached to winning lucrative new work. You'll be given strategies for researching the assignment, building relationships with key decision makers, determining price and overcoming objections.

At the core of our course on winning proposals for new work is a unique 'blueprint' - a combination of searching questions to test your knowledge of your potential client's needs, and practical advice on writing persuasive, readable documents. The answers you provide, in effect, write the proposal document for you.

In our experience, you already have the knowledge to write winning proposals - it simply needs to be extracted and ordered correctly using techniques developed by years of experience in preparing and presenting successful proposals. No matter what your specialism, or size of assignment, the principles always work.

That's not all, at each stage of the proposal process, Creating Work Winning Proposals gives you tried and tested techniques to keep you on track, and help differentiate you and your approach from others.

Who is it for?

The course has been designed for anyone involved with the research, writing and presentation of a formal proposal. It covers each stage in the proposal process, from responding to the request to tender through to the oral presentation and beyond.

After attending you will be able to;

- Produce a superior document in less time - and at less cost
- Show that you understand your potential client's business
- Manage the proposals process more effectively
- Write in a style which emphasises your commitment, enthusiasm and professional competence
- Present your proposal more effectively
- Win more work!

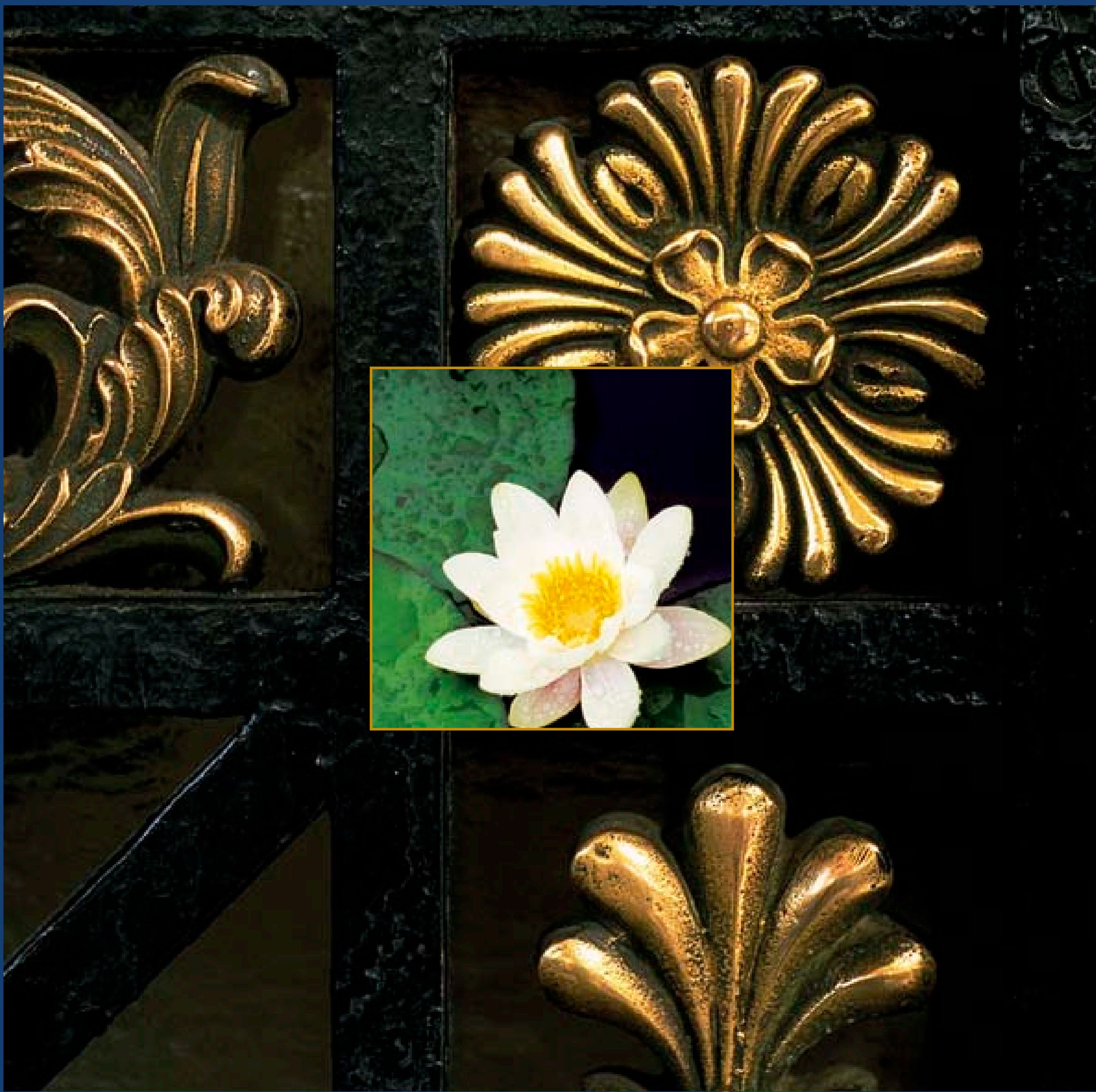
Contents

The ten key steps to success:

1. Responding to the invitation
2. Organising yourself and your team
3. Creating a proposal timetable
4. Developing your strategy
5. Researching the potential client
6. Setting the fee
7. Writing a winning document
8. Formulating a persuasive presentation
9. Managing the process
10. Learning from experience

Coaching

We work with teams on all aspects of a proposal, from advising on the process to writing the document and rehearsing the team for the oral presentation.



Whilst each organisation is different, there is no doubt that businesses are likely to have common issues

Understanding clients' business issues

You can't be a successful professional adviser if you don't understand your clients' or contacts' business.

This course has been specifically designed to help you to see the world through your clients' eyes, understand what opportunities and business issues they may have and, importantly, explore what you can do to help.

Whilst each organisation is different, there is no doubt that businesses are likely to have common issues at various stages of their growth and development. Whether they are a start up, a fast growing private company, a mature listed business or a public sector organisation, they will have generic issues that you can seek to understand. Experienced professionals know that without such knowledge and insight it is very difficult to become a 'trusted professional' or, indeed, sell services to the organisation.

You'll learn:

- How to identify and understand the needs of businesses at varying stages of their life cycle
- The way to explore how you may be able to help, through your own skills or those of others
- How to 'sell' your approach effectively so that your contact wants to use you
- An appreciation of the varying needs of decision makers in an organisation
- Skills to help you be seen as a 'trusted professional' who can add real value to your client

Who is it for?

Understanding clients' business issues is for anyone who is client-facing. For more junior members of staff it provides a great introduction to how clients think, and helps them to see their own role in the context of their client's business. For more experienced professionals the course provides the opportunity for a fresh insight into the issues and opportunities their clients may have, and a catalyst for thought on how they can give appropriate help and support.

Contents

This course is in workshop format and uses videos based on real organisations. It revolves around teams from different disciplines working together to act 'as if' they were the Board of directors of those businesses. Using guided exercises they identify and think through some of the issues the organisation is facing. They then 'change hats' and consider how they can use their professional skills, and those of the wider firm, to help their clients solve problems and capitalise on opportunities.

Once the potential areas of help have been identified, the teams are then asked to prioritise them and create a 'value proposition' for the best one. Creating a value proposition involves the team giving some deep consideration to why their contact should buy their solution and, vitally important, why he/she should buy from them as opposed to their competitors.

Coaching

We work with practice area and sector group leaders who want to understand the dynamics of their clients' markets and provide fresh insights into ways they can help.

We'll cover what really effective client service partners
and managers actually do to develop a client

Managing and developing key clients

The effective and professional management of your key clients is a cornerstone of building your practice. This course shows you how to successfully manage and develop your best, and most profitable, clients so that you provide great service … and develop great opportunities for additional work.

We'll cover what really effective client service partners and managers actually do to develop a client, and cement long term profitable relationships with their major work providers.

You'll learn how to:

- Understand the responsibilities of the client relationship partner and other team members
- Identify and influence the decision makers within your key clients
- Use consultative selling techniques to build rapport
- Use proven techniques for client account planning and analyse accounts for additional opportunities
- Set realistic relationship and revenue targets for each client
- Handle client service planning meetings effectively
- Identify the most effective client development approaches for particular services

Who is it for?

Relationship Partners and all senior fee-earners who want to gain greater skill in developing existing client relationships and identifying potential new work opportunities.

Contents

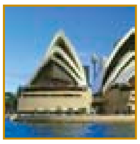
- What is a key client for you … and how do you manage them?
- The key client planning process
- Analysing their business to identify opportunities
- Assessing decision makers and contacts
- Reviewing your relationship and the present and future potential
- Deciding on your strategy and implementing your approach
- Creating development objectives for each key client
- Keeping the momentum going
- Developing a firmwide key client management programme

Coaching

We work with client teams on the development of their plans, and provide the drive and challenge which is sometimes necessary to maintain the momentum towards winning high value work from existing clients.

This course provides a 'step by step' guide to creating realistic, effective marketing strategies and plans

Developing work-winning marketing strategies and plans



Producing plans to develop your client base, win new work and enhance your practice's profile is no easy task.

The marketing 'theory' books can be of little help, and there are few real guides to practical professional services marketing. As a result, those responsible for marketing their practice or specialism are often left to create a plan in isolation, grappling with such issues such as:

- What are the most effective work-winning marketing approaches?
- How much should we spend on marketing - and what proportion should we allocate to selling, PR, seminars, literature and corporate entertaining, for example?
- How do we identify potential new clients, and win work from them?
- How do we get partners and other fee earners to support the plan and really make it work?
- How can we best encourage cross-selling of our services?
- How can we assess how successful our marketing activities have been?
- How can we measure client satisfaction?

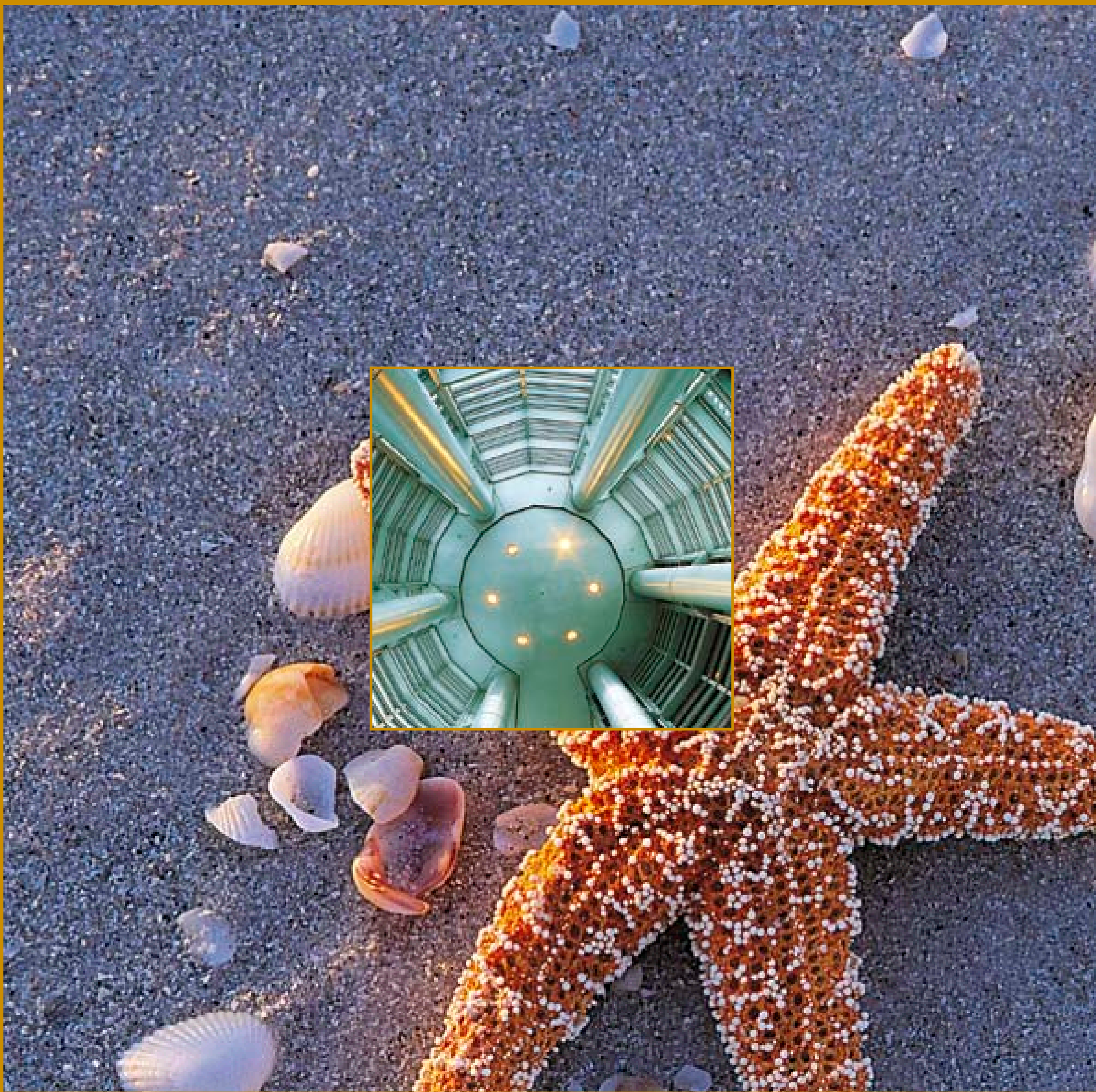
This course provides a 'step by step' guide to creating realistic, effective marketing strategies and plans.
It will give you a fresh insight into your practice and the marketing approaches that are likely to work best for you.

Who is it for?

The course is for practice leaders and all of those involved in creating plans for developing their business. It is relevant at firm, practice area and specialist group level.

Contents

- Building a solid foundation for your plan
  - Market research
  - Obtaining partner and fee-earner 'buy in'
- Choosing the right promotional tools
  - Advertising
  - Mail shots
  - Public relations
  - Publications
  - Exhibitions
  - Sponsorship
  - Seminars and events
  - Telemarketing
  - Corporate hospitality
  - Sales presentations
- How effective is our marketing?
  - Some practical measures
- Putting it all together
  - Creating your marketing plan
- Examples to guide you
  - Calendar of activity
  - Marketing action plan
  - Marketing budget



Creating Powerful Publicity will equip you with the skills to create quality publicity for your practice

The Business Development Programme

Creating Powerful Publicity

The Creating Powerful Publicity course has been designed specifically for those professionals who need to gain quality media coverage for themselves or their practice area.

The course demystifies the world of PR, shows you how 'best practice' professionals do it … and allows you to effectively measure your own performance.

A practical approach to profile raising

Do you want …

- To win more clients?
- Your business community to know and respect your people and their achievements?
- Clients and prospective clients to comment on your high profile?
- Your competitors to envy your success in getting into the newspapers, on radio and even TV?

Creating Powerful Publicity will equip you with the skills to create quality publicity for your practice. You'll be surprised at how many potential new stories you can generate - and how much publicity you can achieve using easily learned PR techniques.

Who is it for?

The course is for marketing and PR professionals responsible for creating the right profile for their practice. It's also a 'must' for anyone responsible for managing external PR consultants so that they can get the best out of the service they provide. Senior Partners, Marketing Partners and Practice Area Leaders have also found it an invaluable guide to how PR works, and how they personally can use it to raise their profile within their business community and sector.

Contents

- Finding and creating news
- What is news?
- Where can you find it?
- How can you create it?
- 50 news angles for professional firms

Writing publishable press releases and feature articles

- Do's and don't of writing for the media
  - Asking the right questions
  - The value of who, what, why, where, when and how?
  - Writing your own news releases
  - A professional's 10-point news release checklist
  - Writing feature articles
- Giving journalists what they want
  - How to 'sell' a story
  - Organising a press conference
  - Handling media interviews
  - Building working relationships
- Where to send your news
  - identifying your market
  - Sources of information
  - Selecting your target
- TV and radio interviews
  - Special techniques to ensure you get your message across
  - Creating 'sound bites'
  - Avoiding broadcast mistakes
- Examples to guide you
- Checklists
  - Are you making the most of your media relationships opportunities?
  - 50 potential news stories
  - Sample press releases and feature articles

The Business Development Programme

Organising Fee Generating Events

Successful seminars, conferences and corporate hospitality events can be a great work generator for your practice.

They also help to raise your profile, make new contacts and give your people the status of 'expert' in their subject area. Unfortunately, badly run events have the reverse effect, and can deter prospective clients from ever dealing with you. Events are also costly, in both time and cash, so it's crucial to get them right.

Organising Fee Generating Events will take you through each stage of the planning process, with a checklist to help you to successfully organise your events. This 'best practice' course will give you the secrets of creating and running work winning and profile-raising functions.

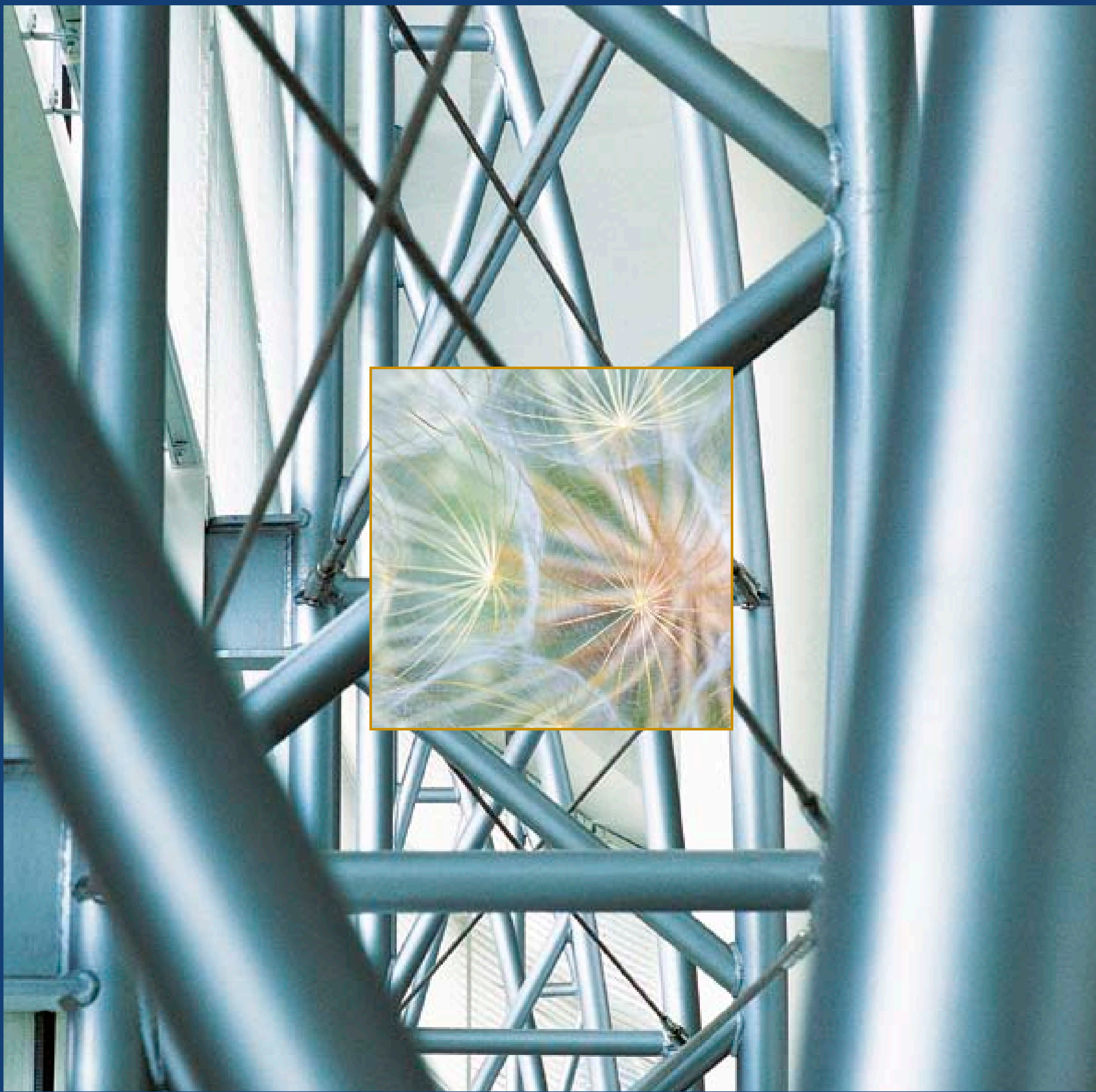
Who is it for?

The course is for practical professionals who have little time or need for theory. Delivered in a 'no nonsense' style, it takes the mystique out of event planning; and the skills you gain can be adapted to the running of any event - dinners, cocktail parties and a host of other business development functions.

Contents

- Planning for successful event
- Deciding on objectives
- Developing a 'business case'
- Research and targeting
- Effective communication
- Roles and responsibilities
- Budgeting
- Who's going to pay?
- Choosing the right venue
- Writing an effective invitation
- Promoting your event
- Pre-seminar administration
- Mailing response monitoring
- Host communication and briefing
- Badges or not?
- Seminar literature
- Managing speakers and audiovisual material
- Encouraging quality presentations
- Managing the event on the day
- Event hosting - A guide for professionals
- Work winning follow up
- Checklists
  - An 'at a glance' check list for seminar organisers
  - Seminar 'business case' and budget
  - Organisation check list
  - Venue visit and equipment checklist
  - Venue confirmation letters and pro-forms
  - Venue installation schedule
  - Example invitation letters and cards
  - Seminar press release
  - Delegate confirmation letter
  - Example speakers brief
  - Example audience feedback form

The Results Consultancy helps clients win high value work through hands-on support and business development training and coaching for individuals and teams



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