

Sandbox New Business Development Game Plan

Content Outline

1. What's a Hunter?

- a. Meets the needs of other first.**
- b. Can be both inside employees or outside person contractors.**
- c. Effective at developing relationships and gaining trust.**
- d. Great communicator/listener.**
- e. Smart – thinks strategically/out of the box.**
- f. Inquisitive - can identify unsatisfied/unmet needs-creates a pull vs. trying to push something not currently needed.**
- g. Calculated risk taker.**
- h. Disciplined, persistent, competitive.**
- i. Believes in and passionate about what you do.**
- j. Balances short and long term – sometimes better to back off than destroy the opportunity permanently.**
- k. Clear understanding of 'hunter's' role or lack of in pricing.**
- l. Pay commensurate with value – upper quartile of similar roles.**
- m. Careful not to assume the best 'hunter' should become the manager.**

2. Let's Get Growing

- a. Understand why you want to grow?**
- b. Clearly defined purpose rather than growth for growth sake.**
- c. Growth does not necessarily mean increased profits.**
- d. Build a stronger base and critical market mass for entity continuation.**
- e. Increased specialization to better meet customer/client needs.**

- f. Expand product/service offerings to become a full service solution.**
- g. Enter new geographic markets to build/expand competitive advantage.**
- h. Increase your opportunity to acquire competitors or as an exit strategy.**
- i. Increase opportunities for current and future staff.**
- j. Increase pay to help attract best talent.**
- k. Make sure current customer/clients are well served and appropriately profitable before chasing new.**
- l. Who will lead the new effort and are they properly supported?**
- m. Got the right systems to support the growth?**
- n. Are you prepared to appropriately fund the new effort?**

3. Who We Are and Why We Are Here

- a. Develop Team consensus of values and purpose**
- b. Call it what you like but be specific and brief**
- c. Should be easy to remember**
- d. Start a disciplined process by listing values**
- e. Reflection of how you want potential customers to see you**
- f. Leads to alignment of efforts**
- g. Provides compass for making resource allocation choices**
- h. Can you/your Team state your Mission, Vision or Purpose**

4. What We Do and How We Do It

- a. Document it so your Team can understand and embrace it**
- b. Developing alignment of these aspects of your business can be achieved by a Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis**

- c. Considerations to avoid the process from backfiring:
 - i. Include the right people and not too many
 - ii. Plan the process in it's entirety
 - iii. Consider an offsite location and an outside facilitator
 - iv. Set expectations there may be out of session work
 - v. Get commitment from all backed by accountability
- d. Ultimate Goal is the development of Action Plans
 - i. Making sure your customers/clients understand who you are and what you do
 - ii. Identifying how your features do create benefits including success stories
 - iii. Describe how you serve and where "buck stops"
 - iv. Demonstrate synergies that may occur
- e. This process can:
 - i. Encourage Team and build confidence
 - ii. Identify areas to shore up or avoid
 - iii. Increase competitor awareness and implications

5. But We're Different

- a. Know your competition
- b. Too much attention on competition puts you more on defense:
 - i. Competition write rules of game
 - ii. Focuses on your weaknesses, not Strengths
 - iii. Invites price slashing
 - iv. You appear unimaginative or uncreative
 - v. Deflects attention from your target's concerns
- c. There are varying types of competition
 - i. Someone else like you
 - ii. Target's internal resources
 - iii. Target using resources for something else
 - iv. Target doing nothing
- d. Differentiation is important and allows you to play offense

- e. List the features of what you do and how you do it
- f. Examples of how you've helped are powerful
- g. Involve Team so they know and embrace it
- h. If you don't think you're different or haven't thought about it now's the time

6. Do You Know Your "10" When You See It?

- a. Defining ideal new business targets provides:
 - i. Guide for where to proactively invest resources
 - ii. Filtering of opportunities that comes to you
- b. Criteria to consider:
 - i. Particular products or services you have or intend to development a specialized knowledge in serving
 - ii. Target's size:
 - 1. Employees
 - 2. Locations
 - 3. Revenue
 - iii. Culture
 - iv. Annuity and/or project work
 - v. Lead to other opportunities
 - vi. Target's clients may be potential targets of yours
- c. Knowing your ideal target should include defining the least desirable
- d. Before chasing new business develop a periodic process to ensure satisfaction with existing customers/clients

7. Goldilocks Was On To Something

- a. Experiment to determine the most effective and efficient way to find new customers/clients
- b. With your ideal new business target defined, brainstorm with your Team considering:
 - i. Types or specific companies meeting your criteria by:

1. Industry or profession
 2. Location if you're expanding geographically
 3. Size
- c. Experiment with both broad and narrow attempts in the search – usually the narrower, the more difficult to connect
 - d. Associations, Community Service Organizations and Clubs
 - e. Likely influencers/decision makers and where they might hang out? Consider all – economic, users, technical
 - f. Current “satisfied” customers/clients
 - g. Referral sources:
 - i. All your staff
 - ii. Current suppliers and service providers
 - iii. Family and friends
 - h. Make sure people know you're open for new business
 - i. Ask for it – worst you will hear is “no”

8. “First I Look at the Purse”, Motown's The Contours

- a. Pricing really matters
- b. Competition for the same dollars setting up a Win-Lose
- c. Win-Win is a worth consideration:
 - i. New customer/client gets needs met at a fair price and may become a booster referral source
 - ii. Trust built with new relationship may mean more work with them
 - iii. You and your Team are pleased
- d. No guidelines can cause a Lose-Lose so avoid frustrating:
 - i. Hunters with lack of clarity of their role or lack of it
 - ii. Those responsible for pricing with 20/20 criticism
 - iii. Yourself with no profit or even marginal cash contribution
- e. Guidelines should be flexible and accompanied by a process to override them for good reasons:

- i. Underpricing to enter a new market.**
 - ii. Underpricing to fill capacity.**
 - iii. Underpricing to establish a new relationship.**
 - iv. Overpricing because you must propose for other than profit motives.**
- f. When you Lose try to learn why – it provides valuable market data**