

# New business planning How to!

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So, you've reviewed your "How to get new business plan" and come up short. Or perhaps you haven't even got that far and actually, you just want a look at someone else's business development plan to get you started? Some inspiration and ideas to get you going?

Well fear not. In this guide, I'm going to give you a step by step template umbrella plan that helps you think about all the options. So that all you have to do is change the details to suit your own firm.

But hold on a minute. Before we do that, let's do a quick audit of your current new business strategy and see how it measures up.

## Rate your new business strategy with this quick DIY audit

### **A quick and easy new business audit**

This simple DIY review will reassure you that you're heading in the right direction, or help identify where the gaps are. Once you know where the gaps are, you can make a plan to plug them. A new business audit doesn't have to be a protracted process. It really doesn't. Especially if you're an SME. Here's what I suggest.

### **Ask questions**

Ask your directors, management team, or sales and marketing bods the questions below. Or – if you're a really small business – just ask yourself. Or – for the slightly bigger ones – ask your consultants, account managers, researchers, specialists. Or you can ask everyone in the firm. But if you do this, be prepared for unexpectedly high levels of divergence or even disagreement.

One thing worth remembering, if you do ask a wider group of people their views, they are going to want to know what the answers overall were. And – vitally – what you are going to do about it now that you have the information! So be prepared.

### **Ten questions to help you rate your new business strategy**

1. What are your new business objectives – in terms of both financials and client base?
2. What exactly do you do?

3. Who specifically is your ideal, target audience?
4. Can you articulate the criteria that create an ideal prospect?
5. Why are you best suited to these prospects?
6. Can you *demonstrate* to these prospects why you're a good fit?
7. And *do* you currently demonstrate to these prospects why you're the best fit?
8. Where do your prospects spend their time – and how do you go about finding them?
9. How do you start, and then develop, your relationship with them?
10. Why should prospects choose you over your competition?

**If you can answer these questions quickly, easily and concisely...**

You probably have a clear new business strategy in place. If the people you ask answer the questions in the same way as each other (and as you), then things are looking good.

If you find you answer most of them OK, but find some questions really hard, or if different people are giving you different answers, then there is definitely room for improvement.

## Business development plan template for B2B SMEs

### Time to start thinking – the preparation stage

So if you've answered "no" or "we don't/can't" to most of the above questions, or if everyone has a different viewpoint, you're probably going to want to do something about it quite urgently.

So here are some simple suggestions to help you prepare:

- **Brainstorming.** Starting with the first question from the list above that wasn't easy or consistently answered and working down, get the relevant people in a room and give yourselves an hour per question.

In an ideal world, you might want to use someone as an objective facilitator (because you might be surprised how hard it can be to reach a healthy

consensus) but if that's not an option, then just crack on. Don't do more than 2 questions per session if it takes the full hour to all be clear on an answer.

- **Write or draw.** If anyone is half reasonable with using a marker pen, record things as pictures, quotes, flowcharts, soundbites, words on a flipchart, giant post-its etc. and stick them on the walls as you go. Being able to see the discussion in progress visually can really help people keep track, see how they're moving forward and draw useful conclusions.

You can take photos at the end for someone to write up if needed. Far more effective (in my view – though my clients will recognise my own drawings skills for their utter lack of artistry) than taking minutes.

- **Look at your backstory.** Remind yourself what you've been best at to date, what clients have loved you for, which work has been most profitable and what you've enjoyed most. Checking that against the market opportunity will help you answer a lot of the questions.
- **Write down the problems your clients have that you can solve – but in their words.** This is a great one. Think back to meetings, briefs and phone conversations where your clients have been worried, moaning or asking for help. Write it down in their language, using their words.
- **Grade your clients.** Give them all a RAG (red, amber, green) status against relevant criteria that are important to you. Maybe their profitability, how good at giving briefs they are, whether they refer you or not, whether you would work with more people like them or not. Whatever you rate them for, it'll help you get clear on who you're looking to work with. (And who you wouldn't want to work with). This will get you answers to your target audience question.
- **A bunch of Venn diagrams.** This is always useful to find out what makes you different from the competition. To articulate your positioning, your differentiation and your USP (if you like marketing language). To get clear on your competitive advantage.

Draw a circle for the services you want to sell more of, for the top sectors or types of clients that get green RAG ratings, for your location if relevant, any IP (intellectual property) or in-house products you've got, your business style/

culture/values. The bit in the Venn diagram where they all converge is YOU.  
And only YOU.

## Fag-packet new business planning

You're now ready to start creating your new business strategy and it doesn't have to be as complicated as you think. In fact, now that you've done the ground work, there are only 8 steps which are common to most business development planning.

I'm specifically talking about B2B professional services firms that are selling high value services to other businesses. So if you're a marketing agency, training consultancy, engineering services firm, accountancy business etc. this is right up your street.

Especially if you have a turnover of less than £3m and don't yet have a strategic or well-established sales and marketing function.

## The 8 simple steps: business development plan/template

Remember, the steps will always look easy. It's actually doing it that's hard

1. Position yourself for success
2. Define your audience
3. Articulate yourself clearly
4. Build a targeted database
5. Develop your prospect relationship
6. Manage your sales pipeline
7. Convert prospects to clients
8. Turn clients into happy customers

That's the easy bit. Now here's a bit more detail to help with your planning!

### **Step one – positioning**

Create a narrow, targeted position for yourself. One that is long on your skills and experience, and as short as possible on competition. One that makes it easy for people

to know why you exist and what problems of theirs you can solve. If you need more help on this, download my free guide on positioning. For now, here's just an at a glance guide.

### **How to find your positioning?**

To do this well, review yourself objectively. Involve someone who doesn't work in the business. Aim to get really clear on:

- What work are you best at?
- Which work is most profitable?
- Which work do you enjoy most?
- What do your customers think you are best at?
- Which types of customers are you best at looking after?
- Which work has the least amount of competition?
- Which sectors / sub-sectors or niches do you *already* excel at? If none, which *could* you naturally excel at, given your past story?
- What is your culture like (think values, attitudes, approach to business)?

### **Step two – audience**

Narrow down your target audience as far as you can. Imagine it as a manageable list of businesses. One which you can see the end of, with just a little bit of scrolling on an Excel spreadsheet. One which, if you suddenly became responsible for absolutely all new business development and sales (assuming you aren't already), you could imagine getting to know a decent amount of them by name in a year.

### **Creating personas (\*\*marketing jargon alert\*\*)**

Who are these people? What are they like? What are their offices like? How do they do business? What do they have in common? Give them personalities, attitudes, likes and dislikes, ages and gender. This is currently known in marketing terms as creating a 'persona' for your customers/prospects.

### **Understand which problems you solve**

List out the different problems you either know or believe them to have, which your firm

is uniquely positioned to solve. Now put customers' job titles to the people you know lie awake at night because of those problems (these are your buyers). Then match your services with their problems. Look for the best fit ones.

### **Step three – brand / articulating yourself**

Explain and express yourself professionally in a way that is very, very clear for your customers and prospects to understand. This is fundamentally down to good copywriting and good design. Too often, what you think is clear (because you understand your business very deeply) may actually be far too in-depth, technical or confusing to people who are completely new to your firm.

### **High quality writing and design are important**

Use skilled, experienced designers and copywriters for things like branding, logos, copy and web design. When it comes to web development, there are plenty of price-related options out there to help you stick to smaller budgets – just make sure you use a reliable and recommended resource who isn't likely to disappear without giving you plenty of notice.

### **Step four – your prospect database**

Build up a clean, qualified, healthy, good-fit set of prospect data.

If your positioning is narrow enough, then it should be easy to know which data you want to acquire. If you find it very hard to pick a small enough segment for you to manage sales-wise, you're probably too widely positioned.

### **How do I get the data?**

You can buy data to start you off, you can acquire it through social media bit by bit, you can build relationships with industry bodies – there are lots of ways to build up your database.

**Beware:** buying data is not always as valuable or simple as it seems to start with. Quick wins? Maybe, if you're lucky. Lots of irrelevant, out-of-date, poor-fit company contacts which leave you building up your own data anyway? Much more likely. Especially in the higher value services where they may be a more complicated buying chain right from gatekeeper to decision maker / budget holder.

### **Think of it as your database**

Remember, this is YOUR database. Someone else's is never as right as you might think. Never as clean, never as relevant, never as targeted, never as legal...

And as it is YOUR database, you must find a way to own it.

If you farm your new business out to a telemarketer who uses their own data, you might only get to own their leads. What happens when you stop that telemarketing contract and the leads are gone? Converted or gone cold, what other value do you have?

If you need a bit more help with your database (making sure it's clean and relevant etc.), you'll find some useful advice in my free guide to Attracting New Clients which you can download right here.

### **The gold standard of inbound marketing**

Yes, you know it already, but the best way to get data is to collect it yourself through inbound marketing. People who are interested in what you talk about – your industry expertise, your specialist knowledge, your useful tools – will give you their data with pleasure in return for this help. It will be accurate, relevant, opted-in and part of your wider network. It will be yours.

In return, you will have their attention. And that is worth everything.

And yes! You will need a Customer Relationship Management (CRM) system to help you manage your sales pipeline and prospect communications. There are loads to choose from – from the simple freebies to the behemoth that is Salesforce.

Do a bit of research, ask around, and start simple if you're not sure. It's much easier to upgrade from a cheapie than grapple with an expensive giant. And yes, thank you for asking, I have indeed written a free guide on choosing a CRM just to give you a helping hand.

### **Step five – the prospect relationship**

Draw up a marketing plan to start to grow healthy, long-term relationships with your lovely target audience. Develop a strong inbound marketing strategy for the longer term and to position yourself as thought-leader. Complement this with some brand-appropriate direct or outbound marketing to look for some quicker wins and early stage lead generation.

If your brand and offer is based on price competitiveness, outbound marketing can be very effective, especially in the short term – although you need to keep a careful eye on

your conversion rates to make sure it's covering that narrower profit margin.

### **A marketing plan very specific to your target audience**

Every marketing plan is unique because you need to find where your prospects are and what they want – then give it to them. Don't fall for the easy mistake of making a list of all possible marketing activities (website, HTML emails, events, PR, social, blogging) instead of a plan.

This just leaves you wondering why you can't possibly get all that done with the budgets and resources you've got to work with – and if you get round to actioning it, won't be specific enough to your firm to get the right results.

### **Top secret tips for events in a B2B marketing and sales cycle**

Some of my greatest successes have come from attending tiny, niche, industry-specific conferences where it's been free or very cheap to attend (yay!) and I've just walked the floor talking to bored sales and marketing teams whilst all the delegates have been conferencing their socks off. Cheap and bountiful.

You can also learn an awful lot about your niche and the conversations that people are having by scanning through the programmes and keynote subject matter of all those specialist conferences.

Plus, you'll find that the actual headlines of the speakers' topics can make for very good article or blog headlines for your own content planning. The reason for this is that the conference or event managers have probably spent a fair bit of time and effort researching what their attendees want to hear and learn about. So they've provided speakers who can meet that need.

So can you – online if your budget isn't up to paying for a speaking slot and you're not quite yet a big enough name to get invited for free!

(Don't tell anyone else, those last tips are only for my readers.)

### **Steps six & seven – sales pipeline through to conversion**

Start the face-to-face, direct communication that leads on to a clean, healthy and qualified pipeline. This communication should be part of your marketing plan, but this is where things start to get personal, and marketing starts to segue into sales.

So get out there and start finding the right people to talk to, on an individual and

personal basis. Get to know them, start with small talk, move on to big talk, then move on to business talk. Offer help, support and advice wherever you can.

I am a great believer (and not everyone is) that giving things away for free is one of the best ways to successfully develop your sales pipeline. You can find out more about how in my "How to attract new clients, Without the hard (or even the soft) sell" download.

People can move surprisingly quickly from reading posts to downloading content, to asking for advice (a long and helpful phone call without ever any intention to charge = your time given freely), to thinking that a paid consultation may be a great way to kickstart a business relationship.

That simple process is a sales cycle, from article reader to paid client. Much nicer (and this is just my view and my own personal perspective on sales), than thinking in terms of "Whom must I convert today?" or "Which obstacles do I need to overcome?" etcetera.

If people need you, and then find you, they will buy from you. From there, it becomes a matter of time and fit.

### **Step eight – happy customers**

This is an interesting one, because here we start to connect more fully with existing operations, and it's easy for the sales team to forget about a new customer once they've signed on the dotted line or begun the first bit of work.

BUT – this is a vital period. New customers will have developed a real and personal relationship with a real human in your organisation – and that human is probably part of your sales or business development team.

Depending on your sales cycle and the value of your services, this may have taken up to 24 months (or more!), and the relationship may have become one where the client is now leaning heavily on that person for advice, support and guidance.

### **From sales into client management – the handover!**

So the worst thing you can do next is to introduce them to your MD, Key Account Director, Account Executive, Operations Manager, Client Services Director etc. in a single meeting, and have them never meet their human again.

Many businesses consider this a valid and effective handover aimed at reducing the cost of sale – i.e. not wasting anyone's time internally and allowing the business development employee to get straight back on with finding new clients. And this may

well be the case if you're selling a commoditised service.

### **Is a quick handover the best thing for your client?**

Suddenly it becomes obvious how to work out the best way to do the handover. I know! We'll ask the customers what they'd like! And then find a way of making it happen.

Yes, you might have to tweak your processes and build new or stronger internal relationships, and business development will almost certainly retain a closer tie for longer; but the impact this will have on customer satisfaction – and the likelihood of this client becoming properly and smoothly embedded – is very definitely worth it.

## **So how many new clients do you really need?**

So you've got your new business plan and you're forecasting your new business revenues for the next financial year. Hmmm, you're trying to imagine what that looks like in terms of *actual* new clients. And here's the good news.

### **You need a lot less of the right type of client than you think**

Let's say you sell to other businesses, so you're B2B. You turnover somewhere between £250k – £3m and have around 4 to 20 employees – depending on what you're selling.

We'll imagine you're an SME selling professional or specialist services. Specialist services which require high levels of knowledge and experience. Maybe digital marketing advice, technical consultancy, legal support, market research, environmental or engineering expertise...

### **In short, you sell time**

You've got a good retention rate – above industry average, so it seems – but there are always those clients who disappear from time-to-time (for legitimate reasons) who need replacing.

### **But you'd like more new clients. More new business. More sales...**

In fact, you wouldn't just like them, you need them. Not just to replace that regular client churn, but to bring in the profit to re-invest in keeping operations running smoothly, current clients happy, service levels high and the overall business up-to-date. And not to mention, to fit with your ambitious growth and expansion plans.

### **But how many new clients do you actually need?**

Let's have a think. For most of the businesses that fit the profile above – and these are the businesses I'm most familiar with, that make up most of my *own* portfolio – they don't need 50 new clients.

They don't even need five.

They need (about) three. Give or take. 3. That's it.

### **Three new clients is all you need**

But – *and this is really important* – there's something very special about those three new clients that you need to get. (You just knew there'd be a catch). By the way – I'm talking three new clients *each year* (would've all been a bit too easy otherwise).

Those three new clients must have certain qualities in order to qualify. So what attributes must they have?

1. They need to fit – in every way you can think of
2. And definitely value you, as you value yourself
3. They should be stable
4. And profitable
5. The right size and sector
6. With the potential to grow as a client – or have a high lifetime value
7. Three that will stick with you when the wind blows the wrong way
8. Three that can and will recommend and refer you
9. And also fit with your positioning
10. They'll definitely treat you with respect as a valued supplier
11. And pay your invoices on time – or apologise when they don't
12. They'll provide good case studies because they believe in measuring success
13. And would happily stand on a stage with you one day at an industry event
14. They will be three that other clients can aspire to be like....

Now, I'm not saying you need three of each of these types of clients – that would be bonkers. (And it would make  $3 \times 14 = 42$  new clients per year).

# But I am saying that the three new clients you want to go and get should tick all (or most) of these boxes. Yikes!

### **Three perfect clients? That's impossible, right?**

No, it's not, and it's a vital point. Three new clients sounds achievable, right? More achievable – I hope – than finding 10 of the wrong ones. The wrong ones? Oh yes.

They're those clients who are rarely profitable because they're hard to manage. Because they never pay on time. They are drains, and not radiators (that's not literal, it's emotional), sucking every drop of warmth out of your relationship.

Because they're in a sector you really don't know that well – and asking you more and more for services that aren't on your '*We're mega experts at that*' list.

They're the ones you sometimes wish you'd never met.

Three new clients a year should sound achievable even if selling isn't what you enjoy doing. (But because you're the business owner, or fee-earning employee with responsibility for bringing in new business, you've still got to do it).

So, next time you're forecasting your new business revenue, and digging a little deeper into what those new customers might look like, ask yourself this question: Which would you prefer – three clients who are a good fit, and hard to find. Or 10 of the wrong ones, who are still hard to find?

## **A plan on its own is still not enough**

Great you've got a shiny, new business plan and have limited your projections to new clients required to just 3. Now you're trying to grow your client base without alienating your existing customers or compromising on the quality of your service. But...

### **A plan needs actions which have outcomes**

There's no big secret to setting good outcomes. They're common sense, quite dull-sounding, simple and often small. What they definitely are, though, are steps towards what you want to achieve. Fairy steps towards those lovely, happy, profitable, valuable and long-term new customers.

If you don't spend some time thinking carefully about these outcomes, you run the risk of creating something that looks a bit like this:

*Create new brand*

*Build new website*

*Design new collaterals, sales tools*

*Launch digital marketing campaign*

*Do content marketing / PR / social media etc.*

Which is all very well - and one or two are valid outcomes - but it's really a basic list of topline marketing activities, with no consideration of the link between marketing and sales.

And it's an easy mistake to make - to assume that by marketing yourself, this will lead straight to more sales.

So stop and ask yourself this. Can you clearly see how each activity will actually generate you real, qualified leads that will ultimately become clients?

If, like most of us, you're more of an under-the-radar supplier to a bigger brand than a widely-known household name yourself, then simply marketing yourself won't be enough.

The calls don't come flooding in because you have a new website.

### **So step in to your prospects' shoes**

Have a quick think about your own suppliers. The ones who already have you as a client. When did you last look at their website? On Monday, to get their phone number. Great. Useful, definitely.

Now have a quick think about all those other suppliers you could use. The ones who would like you as a client. If you suddenly decided to research them all, how many would you have heard of? How many of their websites have you never looked at?

You are one of those other suppliers, in the eyes of your prospects. So here's what to do.

### **Link marketing to sales with your new business plan**

To build an effective new business plan, you want clear outcomes along the way that

suit your resources and budgets and all drive towards your overriding goal.

Actually, in my view, your new business goal is to develop a longer term new business process in order to build a pipeline of good fit, potentially profitable clients.

So to get you started, I've listed out relevant sets of outcomes below which you can use as a starting point. Read through them, decide what's relevant to you, cross them out, add your own etc. etc.

Sometimes it's just the getting going that can be the hard part. After all, you're the one who knows what's going to work for your business.

### **Outcomes for getting your positioning right**

1. Understand current customers' perception and needs (can be a good combined opportunity to check out any positives and negatives in client feedback in general if you don't already do it)
2. Acquire insight into your existing or potential differentiators from a customer perspective – why they love you / why not use another firm / what they think you do that's different etc.
3. Be clear on your competitors' offerings / positioning and use this to advise differentiation
4. Get clarity on your positioning and how that will be used for acquiring new business. Sector/service/IP or combination etc.
5. Clearly articulate positioning - the Simon Sinek Why / How / What model can be very useful here

### **Outcomes for understanding your target audience**

1. Get clarity and agreement on sector/subsectors/niche audiences that will be targeted for new biz activity
2. Gain broad understanding of overall sector and each relevant subsector: business sizes, scope, locations, quantities. This will be topline only and knowledge will increase over time
3. Understand overall size and nature of prospect universe
4. Understand and agree ideal target profile criteria / personas / titles

5. Articulate (ideally in buyers' own words) buyers' problems and how you can solve them

### **Outcomes for gathering the right data into the right place**

1. Data identified, sourced, costed and purchased
2. CRMs shortlisted, costed, selected and set-up
3. Initial prospect universe imported into internal CRM
4. Data checked, cleaned and ready for launch marketing
5. Agreement on prospect qualification criteria and process as part of new biz activity

### **Outcomes for getting a newly positioned website up and running**

1. Website clearly positioned to suit agreed target audience(s)
2. Website clearly articulates differentiation and USPs
3. Website case studies copywritten with target audience in mind
4. Website launched and live

### **Outcomes for getting your collaterals and campaigns started**

1. Collaterals created to develop leads and respond to early stage enquiries in target market
2. Prospect communication plan created (6-9 months)
3. First direct marketing campaign launched (if applicable)
4. Content marketing campaign launched (longer term)

### **Outcomes towards acquiring your first sales**

1. First stage prospect qualification in progress
2. First stage lead generation in progress
3. First prospect meetings held
4. First prospect meetings reviewed against qualification criteria - was it a good fit meeting? (E.g. Prospect is a decision maker, had problems you can solve,

has needs within a known timescale, has budget allocated or available, is in the right sector and is a reasonable personal fit. A yes to all of these would score 10/10, yes to 3 or 4 may be 6/10 and to only 1 or 2 might be 2/10 or less.)

A functioning business that grows business through word-of-mouth and referrals is likely to have an existing way of handling those prospect meetings already. But remember the big difference here...

### **The difference between a referred prospect and a qualified prospect**

This prospect has not been referred or recommended. They do not know you. They do not know people who know you. And that makes the sale a lot harder. But also, potentially more valuable.

#### **Why?**

Because this prospect should be a very good fit for your business. Why again? Because you have carefully qualified them along the way. And in doing so, you will have explained to them what you are best at, and who you are best at doing that for. And they have decided that that's what they need, to solve their problem.

#### **They have chosen you themselves**

And that feels very, very good. For both of you.

## **Which brings us to why you shouldn't rely on word-of-mouth for your new business.**

Perhaps you've picked up new clients quite easily in the past. Referrals, recommendations, word-of-mouth, networking. It's one of the simplest ways to acquire a new client, and certainly the one with the lowest cost of sale.

So far so good, because referrals and recommendations are how the majority of small firms, consultancies and agencies start and grow.

*You do good work for clients, they keep working with you.*

*They like you and so they refer you.*

But what happens if that word-of-mouth network starts to quieten down? If you had a

rush of referrals in 2015 and 2016, you might have a nagging feeling that everyone who can refer you, already has done?

And then what if your biggest client is unexpectedly acquired (a client which might be accounting for 25% of your revenue or more), and turns to you with an apologetic smile to say they're "...really sorry, but we can't use you as a supplier any more."

Do you have a clear pipeline of qualified prospects, at different stages in the buying cycle, all of whom are a reasonable fit with you, of which you are confident that 30-50% will convert in the next 6 months?

### **The risks of relying on word-of-mouth**

By definition, recommendations and referrals only happen when other people make them happen. Which means, although there are some things you can do to encourage these, you are not in control of the process - and even more importantly, you are not in control of the timing.

With B2B, in addition to your new business strategy, you should think in terms of there being three main ways to acquire new business:

#### **1. Ad-hoc new business (word-of-mouth)**

This is my name for new clients that appear through other people's efforts - the word-of-mouth referrals that come along when a client changes employer and takes you with them, or recommends you to a contact of theirs.

I call it ad-hoc to keep this new business stream firmly in its rightful place. You do not know when this will happen and you are very definitely not in control of when it might happen.

**#If you want longer-term growth, you cannot rely on word-of-mouth as your sole new business strategy.**

#### **2. Client development**

Sometimes confused with or referred to as new business, this is actually new work acquired within an existing client. The client relationship has already been built, you have successfully delivered projects for the client, and they are comfortable working with you. They like you, they are easy to talk to - the hardest work has already been done.

Companies typically have client service directors, account managers or consultants already responsible for project delivery or client satisfaction, who are also tasked with growing the account - through cross-selling other services, finding new buyer contacts in a larger client or through selling in higher-profit services.

As long as you take the time to get to know your clients, you'll be able to estimate how much scope there is for more business with them, forecast possible revenues and put a client development plan in place to make it happen.

These opportunities are often your lowest hanging fruit - it never fails to surprise people quite how often a client can say "I had no idea you guys did that sort of stuff as well," when you explain your core services to them.

### **3. New business**

And this is what you should now have in place. You won't necessarily find those new clients today, not necessarily in the next 9 months, but in the longer-term. This is hunting, not farming.

- These prospects are businesses that will not (ever) hear of you through your network, until you actively market to them
- None of your clients will ever happen to go and work with them
- Nor will any of your clients be bumping into them in the next 24 months
- They don't mix in the same circles or go to the same events, but they are still a good fit

It's not a quick win approach - although simply by getting out and about, and making first contact with prospects to start the qualification process (working out if you are a good fit for them and vice versa) might well generate an immediate opportunity. But that's a bonus, not a given, and so it's important not to rely on this.

#### **A true new business strategy is a long term investment**

This approach - above all - is an investment in your long-term stability, growth or suitability for sale. Having an organised and proven new business plan, with a demonstrable and predictable (as far as reasonably possible) pipeline, is both hugely reassuring for those in the company, and attractive to those who aren't.

In a half or whole day facilitated workshop, with a bit of preparation and follow-up, you

should be able to find out where you are now and what work you might need to do to get to where you want to be.

And then all you have to do, is to get there! Good luck my friend, you're now well on your way.

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I help determined SMEs acquire the right new clients