HOW TO MAKE PARTNER

Guide to creating a marketing plan

www.howtomakepartner.com

Contents

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How and when to use

The number one reason why people don't make it to partnership, regardless of the size of the firm or their specialism, is their lack of a significant client portfolio or as it's known in the trade, 'a following'. As an associate or senior manager you are expected to be able to develop more business from existing clients. However, these pieces of work are generally credited to the partner who 'owns' the client rather than you personally. Therefore, in order for you to develop your own client portfolio, you must be prepared to go out into the market place and win your own clients. Some people are lucky and inherit their client portfolio from a retiring partner – however this is now the exception rather than the rule.

This marketing plan template will take you step-by-step how to create your own marketing plan, to help you build your own client portfolio.

What else can this worksheet be used for?

Ideal for:

- ✔ writing copy for your website
- ✔ planning content
- ✔ building your personal business plan
- ✔ building your own marketing plan
- ✔ preparing your sound byte or your networking sixty second pitch

You should also see Chapter 17 "How to become the 'Go-To Expert' for your firm and profession" in the book "How to Make Partner and Still have a Life".

You should also see Chapter 18 "How to build your own client portfolio' in the book "How to Make Partner and Still have a Life".

Instructions for use

STEP 1: Identify your niche

1. Answer each of the questions and fill in the answer in the 'Who?' column. You may have more than one answer for each question and that is absolutely fine – and almost to be expected. The more detailed you can be when thinking about answers to the question, the better.

2. Then for each of your 'Who?' answers, give yourself a three scores out of 10, for passion, fit and credibility – where 10 is the best and 0 is the worst

   a. Passion = your enthusiasm for working with these types of people and the type of work you want to do with them. For example I love working with accountants, lawyers and consultants. So I would probably score each of these an 8 or 9 for passion. Whereas if I was asked to rate how passionate I was for working with job seekers (who may be an accountant, lawyer, etc), this would probably dip to about a 4.

   b. Fit = this is a measure of the fit of your possible niche to the strategy of your firm, service line and department. It is also a measure of how well you "fit" with your target audience. For example, could you see yourself spending time outside of work with this target audience?

   c. Credibility = this is a measure of how credible you are to the type of person you have described. For example, I have huge amounts of credibility working with professionals such as accountants and lawyers because I have been working with them for the last 8 years. However, if I suddenly decided I had a passion to help people stop smoking, I would be lacking in credibility as I have never smoked, never really been around people who smoked and have no qualifiable skills to stop people smoking.

3. Add together your scores for each of the types of people you have identified.

4. Now look down your list – your niche is probably the population or type of people who have featured the most in the list – and scored the highest.

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Question:	Who?	Passion	Fit	Credibility	Total Score
Who do you have a track record of working with?					
Who do you enjoy working with?					
What industries or sectors have a high density within your preferred location to work in?					
What type of people do you like working with?					
What type of business or person has a high demand for your services – and is prepared to pay a premium for those services?					
Who are your best clients and what are the common features for those clients?					
Where do your most profitable assignments come from?					

Instructions for use

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STEP 2: Find out about your target audience

In step 1 you identified your niche. Now it is time to find out as much as possible about your target audience

What do you know about your target audience? Or buyers of your service?	
Likely age, gender, ethnicity, socio-economic group?	
Position within an organisation?	
Hobbies or interests?	
Geographic location?	
Company size, age, turnover, employees, sector?	
Where they hang out in person and online?	
Other...	

Instructions for use

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STEP 3: What 'pain' is your target audience suffering which you could help them with?

Fill in all the reasons why your target market could want your services

1. Brainstorm what would happen if they don't do anything (i.e. don't work with you)
2. Brainstorm what would happen if they take action today and choose to work with you (i.e. do work with you)
3. Now speak to existing clients and potential clients and check your answers on the spreadsheet – which ones are the big reasons for working with you?

Reason why someone will want to work with you	Pain they will suffer if they do nothing about it	Pleasure they will gain if they take action now

Instructions for use

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STEP 4: Decide on the products and services that you will provide for your target audience

Break down your target market into their main pain points (e.g. need more clients) and put each of these into its own row. Typically your market place will have different budgets for different products or services that they want to buy. For example, there tends to always be a free or low cost option, for example a 'no-obligation consultation'. Then often a 'budget' and a 'champagne' option available. For each row then decide on products and services to help provide answers and solutions for each price range. Feel free to change the price ranges to suit your target market.

Target Client (and need you are solving for them)	Products and services		
	FREE	Budget	Champagne

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STEP 5: Governance - Decide on your key numbers, infrastructure required and KPIs

Marketing Plan	
Name:	**Time period plan refers to:**
Value of new business to be developed from this plan	e.g. split into one-off pieces of work, and annual gross recurring fees
% of new business from existing clients	
Marketing budget required to implement the plan	
Return on Investment for yr 1, yr 3 & yr 5, from budget required for this plan	
Average cost of lead:	e.g. how much will it cost you to develop a lead
Lead conversion rate:	e.g. how many leads will convert into clients
Business development resource (people & time required) to implement the plan	e.g. names and time commitment required
Key marketing infrastructure required:	e.g. blog, website, CRM, email marketing system
Key campaigns	
KPIs to be measured, and frequency to measure them & who will measure them	
What known/unknown risks are present which will stop you from implementing this plan? How will you mitigate against this?	

Instructions for use

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STEP 6: Marketing Activity

In Row A, fill out all the different marketing channels you will use – one channel per column. Then fill in your estimated conversion rate of leads to new clients via that marketing channel. This then gives you an idea of the number of leads you need per month, and which marketing channel(s) you need to focus your time and resources on. Then fill in what you will do each month to generate those leads.

On the next page, fill out your marketing activity calendar for the next 12 months of WHAT you are going to do each month to generate those leads.

	Marketing Channel		
Row A			
Estimated conversion rate			
No of leads needed per month			
Activity needed per month			

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Month/ Channel												

STEP 7: Keeping in touch (KIT) processes and systems

What processes, events, systems will you use to keep in touch with existing clients?	e.g. newsletters, lists on twitter, blog posts to send to them regularly
What processes, events, systems will you use to keep in touch with potential clients?	e.g. newsletters, lists on twitter, blog posts to send to them regularly
What processes, events, and systems will you use to keep in touch with key influencers and influential members in your network?	e.g. newsletters, lists on twitter, blog posts to send to them regularly
How will you measure the success of your keeping in touch processes & systems?	e.g. leads generated
What content or marketing collateral will you need for your KIT? Budget required for this?	e.g. postcards, business cards, account set up on Moonpig
Who is involved in your KIT processes? What do they need to do to make these KIT processes happen?	

Instructions for use

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STEP 8: Plan the help you need from your network

1. Identify your key people who will help you deliver the plan.
2. Then complete a relationship plan for each person.

Who are the key people in your network, who will help you deliver this plan?	What help do you require from them? What will you do to get this help?
e.g. existing key clients	
e.g. key introducers and referral sources	

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Instructions for use

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Relationship plan: (complete one per key person)

Name:		**E-mail:**	
Phone:		**Address:**	
Twitter:		**LinkedIn:**	
		Role:	

Current relationship level (out of 5)		**Target relationship level (out of 5)**	

Frequency of contact	**Phone:**		**Face-to-face**		**E-mail:**	

Their Goals and Objectives:
Their interests outside work:
Family situation:
What stuff can I send to them regularly, or invite them to?
How can I help them?
Relationship next steps:

Instructions for use

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STEP 9: Plan your campaigns

Objective: *what are you trying to achieve with this campaign?*
Targeted revenue from campaign: *how much revenue do you want from the campaign?*
Start & finish date of campaign: *when will you start and finish the campaign?*
Who are we targeting: *who are you targeting for this campaign?*
Why are we targeting: *1. Enter reasons for why you are targeting these people/companies?*
What do we want them to buy: *• Enter what you want them to buy from you – and what is the upsell from this?*
Motivation to buy now: *• What reasons will prompt them to buy from you now? E.g. discount or 'pain' they are suffering*
Easy prospects to convert: *• Who are your easy prospects? Likely to be your existing clients*
Medium/hard prospects to convert: *• Who are your prospects which will take time to cultivate relationships with?*
Collateral required for the campaign: *• E.g. printed post cards, blog posts, white papers*
Cost of campaign: *• What are all the costs of your campaign?*
Key points to emphasis in comms: *• What are the key points you want to emphasis in your campaign?*
To Do: Before when? *• What you are going to do by when?*

Instructions for use

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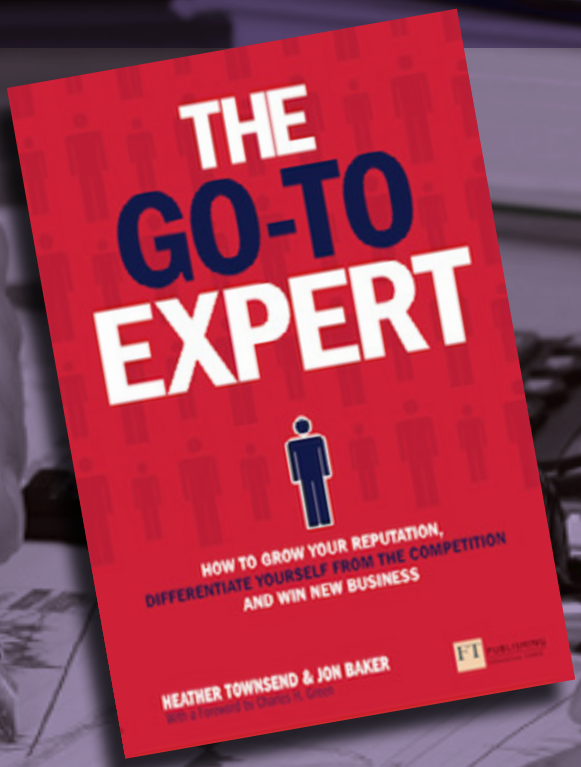
STEP 10: Put it all together

Now write yourself a project/action plan of what you will do to implement this plan

HOW TO MAKE PARTNER

Want more help to win clients?



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