Practical, Personal Tips to Improve Marketing & BD Skills
Introduction

Shandwick

Sutherland

Pugh

Hogarth

MHP
Preliminaries
It’s hard work, but not remotely difficult
What It Is Not

It’s not about “selling”

The salesmen at Essex Car Company in Rainham will do anything they can to close a deal. James has the gift of the gab, shifts over 30 cars every month and could, according to his colleagues, ‘sell sand to the Arabs’.
What It Is About

› Being invited inside client’s head, to understand interests, issues, aspirations, challenges
Attitude
This is the state of mind good marketers / BD people adopt

- Curious
- Valuable
- Organised
- Impatient / Patient

Do not think like a “salesman”
What’s involved

Meet

Ask

Stay in Touch

Get to Know

Organised & Systematic
It’s a Journey
It Takes Time
7-20 “Touches” before you get anywhere
Principles
Just because you are good doesn’t mean they will be interested in working with you
Clients don’t want to be sold to
At what point in the process do clients first decide who to use?

1. Issue
   - This is where they realise they have an issue and they need someone to sort out

2. Shortlist
   - They pull together a list of firms they think can do the work

3. Proposal
   - They send out a request for information / proposals / etc
     - The shortlisted firms send in their submissions

4. Presentation
   - Some or all of the shortlisted firms make presentations
Why Do Clients Choose You?
What makes them choose one individual, when firms all claim much the same things?

- Like (rapport; relationship; chemistry; etc)
- Trust (expertise; authority; reliable; etc)
- Value (you always “go that extra mile”)
- NB: Clients hate being “sold” to.
The **most** important thing in any encounter is what you say about them / their issues
The *least* important thing in any encounter is what you say about you / your firm
It’s emotional
Clients always looking for clues
It’s human nature…

› Are you \textit{really} different from the competition?

› Are we (the client) \textit{really} important to them?

› Do you \textit{really} understand our (client) issues? - NB we are “unique”

› What are you \textit{really} like to work with?
What That Means

- You always have to be on “best behaviour”
What That Means

‣ Natural ("authentic") – be the best version of you, that you can be

‣ Or emulate someone you admire
What That Means

- You have to be an expert in your field
Clients work with people they like

Familiarity = Favourability
Connections = Familiarity = Favourability

It’s not magic. It’s not serendipity. It’s not a single, powerful connection with the client. It’s scores of little connections.
Be “Valuable”
Tell stories
## Changing Individuals’ Behaviour

Essential to effect change throughout an organisation, by changing every person’s behaviour

<table>
<thead>
<tr>
<th>Personal Conviction</th>
<th>Talent Development</th>
<th>Organisational Alignment</th>
<th>Role Modelling</th>
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<tbody>
<tr>
<td>“I know what is expected of me and I agree with it”</td>
<td>“I have the skills and competencies to behave in a new way”</td>
<td>Have the formal and informal processes, policies and procedures been changed to reinforce desired behaviour?</td>
<td>“I see my leaders behaving in the new way”</td>
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<tr>
<td>Clear articulation of corporate drivers of change:</td>
<td>Have training and development programmes been altered to reflect the new skill set?</td>
<td>In particular, have the following been changed:</td>
<td>Have the formal leaders and informal opinion-leaders embraced the change?</td>
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<td>Performance gap</td>
<td></td>
<td>◦ Targets / metrics</td>
<td>◦ Are the leaders demonstrating a visible shift in their own behaviour?</td>
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<td>Strategic shift</td>
<td></td>
<td>◦ Incentives, rewards</td>
<td></td>
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<td>Untapped potential</td>
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Changing Individuals’ Behaviour

Let me tell you about Amy...
Meeting People
Meeting People
Networking is unavoidable for success

- Approach like any other business matter
- Commit to numerical target
- Steadily do more

TIP: Mindset – How can I help *them*;

*network in groups*
Changing Individuals’ Behaviour
Let me tell you about...
Networking Tips – Before You Start

‣ Think about who to meet:
  • Colleagues
  • Clients
  • Ex-Clients

TIP: Don’t over-analyse; get stuck in
Networking Tips – Before You Start

‣ Who to meet:
  • Homework – Google; ask colleagues; look at their website;
  • LinkedIn
  • Check to see if your firm already works with them

TIP: Most people do no homework…and it shows
Networking Tips – Before You Start

‣ What are you going to say:
  • About your firm
  • About your work

TIP: Rehearse!
TIP: Read The Papers
Networking Tips – Whilst There

- If you have no idea who is there and know nobody:
  - Relax!
  - Choose some interesting-looking people
  - Go over and have a chat to them

TIP: Set yourself a target – time or people
Networking Tips – Whilst There

- Social chat’s a good way to start
- Talking about the event’s a good way to move on
- Asking about their business is a good way to keep going

TIP: Do not start by being all business
Clients don’t want to be sold to
Networking Tips – Afterwards

› ALWAYS follow up interesting /useful people
› Follow up with something of “value” (give before you receive)
› Point of first meeting is permission to have another meeting
› It’s through following up that the value of networking is realised

TIP: Be prompt but not pushy – this could take months
Expand Circle of Contacts

TIP: Keep expanding your contacts

Trustees
Sponsoring Company
Advisers / Others
Stay in Touch
Clients don’t want to be sold to
Two Consultants

• “X” Financial Adviser

• Andrew Subramaniam Accountant

• Both similar “economic worth” but Andrew is much more valuable to me.

• TIP: Make a habit of staying in touch, often – without “selling”
How Do You Stay In Touch?
How To Stay In Touch

- Polite email after meeting
- Send across interesting stuff
- Coffee
- Send over your organisation’s material
- Press cuttings
- Put them in touch with others
- etc
Monitor the Web for interesting new content
Google Alerts are email updates of the latest relevant Google results (web, news, etc.), based on your queries.

Enter a search query that you wish to monitor. You will see a preview of the type of results you'll receive. Some handy uses of Google Alerts include:

- monitoring a developing news story
- keeping current on a competitor or industry
- getting the latest on a celebrity or event
- keeping tabs on your favourite sports teams

TIP: Use Google Alerts
Get to know
How do you get to know people? ie Understand their issues

- Ask questions – business issues
- Offer suggestions for issues they have not thought about
TIP: Get into the habit of thinking about your client’s issues, to generate ideas, insights and observations they have not considered. This stuff is gold dust. NB This only works if you really know what you are talking about.
Ask
Get Into The Habit of Asking

› Always prepare the ground, first
› Always be valuable – makes meetings worthwhile
› Proceed in small steps
› Don’t worry about refusals (who knows the reason why?)

› TIP: Rehearse before asking
Time
It is a **myth** that marketing takes excessive time
It doesn’t take much time; the more you do, the quicker it gets

- How long does it take?
- Make time - how…
- “Warm” is quicker than “cold”
- Eat that frog
- Get into a routine
Little & Often
Organisation & Routine
Organisation

- Capture people’s details
- Have a method of reminding yourself of history
- Collect interesting information and materials
- Prompt for future action
Rolodex
Business Card Folder
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TIP: Use LinkedIn
LinkedIn - People Moves

John Williams has a new job.  
Now Charities Adviser at Royal Bank of Canada.

Suzannah Brown has a new job.  
Now Senior Account Executive at Mason Williams Communications.

Anna Younger has a new job.  
Now Senior Account Manager at Spada.
Use a Diary
CRM: Daylite
CRM: Highrise
Keep a “Scrap Book”
Electronic “Scrap Book”
TIP: Use Evernote
What's New in OneNote? >

Or Microsoft OneNote
Centrally produced material

Newspaper clippings
Press releases from regulatory bodies and others
02 Pension Protection Fund
The PPF publishes its draft levy determination for 2013/14.

03 Conflicts of interest
The Actuarial Profession has issued guidance on how pension schemes should manage conflicts of interest where the same firm provides advice to both trustees and sponsoring employers.

04 Directors’ disclosures
The Government is consulting on proposals to revise the requirements for directors’ remuneration disclosures – including pension benefits – in company accounts.

05 The Pensions Regulator
As well as material to support the looming deadlines for data standards, the Regulator has updated several of its guidance documents and is consulting on changes to codes of practice on contribution payments. It has also published a statement on Financial Support Directions and released details of a fraud investigation.

06 Auto-enrolment developments
As final regulations are laid, the Government steps up its campaign to raise awareness and proposes pay thresholds for 2013/14.

07 Regulating DC schemes
A National Audit Office report points the way to a more effective system of regulation for defined contribution schemes.

07 EU pensions
The European Insurance and Occupational Pensions Authority has submitted its draft technical specifications to the European Commission, following consultation earlier this year.

08 Late application for enhanced protection
A tribunal finds that an individual had a reasonable excuse for his late application for enhanced protection.

08 FATCA agreement
An agreement has been reached between the UK
Speed read

Draft code of practice on defined benefit funding issued by the Pensions Regulator

Increasing focus on journey plans and integrated risk plans

Journey planning focuses on long-term funding objectives

plans will involve choosing the level of assets that trustees would need to hold at some targeted future date to be able to minimise the need for employer support and reliance on asset out-performance.

Of course, some trustees might have no such concerns about the ability of the sponsor to support the scheme in the long term and deal with variations in the value of the assets and liabilities, particularly where the scheme is open to accrual of new benefits.

Trustees who do want to build up the assets from their current levels to a theoretical target level designed to eliminate longer term covenant and investment risk will need to rely on investment returns and employer contributions. The shorter the chosen timeframe, the greater the need for both of these, ramping up the investment and covenant risk in the short term. So what should trustees consider when forming their plan?

The journey plan might set out how the scheme hopes to get from its current position to its target point based on expected future contributions and expected investment performance. The latter will need to reflect both the current
Weekly Routine

• Create a development plan for top clients / prospects
• Review a list of people you should contact
• Set aside 30 minutes at the start of each week to contact them
• Eat that frog!
• Add to your “interesting stuff” pile for clients
• Constantly expand your circle of contacts
Questions?