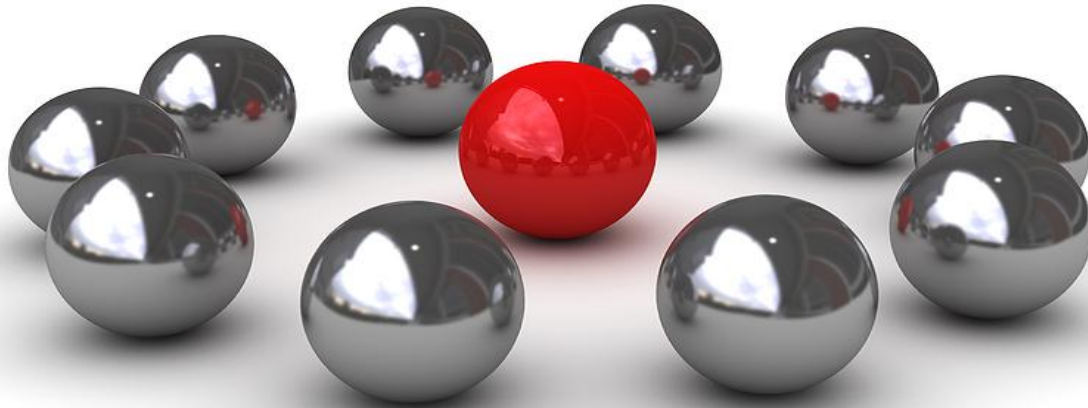


rainmakers



By: Richard D. Smith, CEO, SMITH-TRG

Rain-mak-er

- noun -

-Slang - *an executive with exceptional ability to attract clients, use political connections, increase profits, etc. . .*



Based on SMITH-TRG's work across high-tech, media and telecom industries/lines-of-business, research, and rainmaking experience.

2010 - CEO retrospective. . .

(CEO's of successful emerging growth & mid-market enterprises)

annual revenues / source breakdown

33% average **per category**

- long-term ongoing client relationships
- clients who buy periodically
- new work from new clients

(averages across successful businesses)

business development **approach**

B2B - **four channels of activity . . .**

marketing & communications -

an appropriate mix of
thought leadership, public
relations, briefings, speaking
engagements, advertising to
build brand and awareness
of capabilities

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senior
professionals -

constantly working their
network of contacts to
build their personal brands,
widen their circle of
prospective clients, and
close business

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client relationship management -

formal programs to
deepen relationships with
key revenue clients and
nurture clients with product
or service growth potential

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new business
generation -

integrated marketing and
lead generation programs
to find new opportunities
and constantly fuel future
revenue pipeline

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six take-a-ways

(CEO acknowledged lessons learned)

Finding new business opportunities,
with prospective clients who have never
used their products/services, is the most
difficult part of the selling process.

The more senior the prospective client and
the larger the potential dollar value of a deal
the more difficult and expensive the effort.

It can take six to twelve months of multiple touches to gain commitment for an initial meeting and **that is just the beginning!**

Once you have met the prospective client,
you must manage the often long process
of developing the relationship to the point
of generating a selling opportunity.

Client relationship management is most often addressed by assigning an account manager. Frequently, a mid-skilled (*non strategic 'hunter' by nature*) business farmer on low risk – ‘keep customer happy’ - compensation plan!

Lead generation and pipeline management take a significant amount of time/money and a great deal of effort and **are not an effective use of senior professionals' time.**

net net
time = money!

how much time **does it take**

- to do 'buyer-seller dance'?
- to 'land' a new customer?

CXO's did
time-value math. . .



annual core costs

Senior Sales

\$100k base

\$40k overhead

\$50k travel

\$3m quota

\$75k @100%

\$265k total

Mid-Skill Sales

\$70k base

\$28k overhead

\$20k travel

\$3m manage

\$50k@ 100% retain

\$168k total

rainmaker cost/benefit

Strategic Sales

\$200k base

\$80k overhead

\$70k travel

\$5m quota

\$150k @100%

\$500k total

Value Impact

sales cycle reduced 50% +/-

hunts multiple \$5m + deals

focuses on higher-margins

manages client post sale

builds C-Suite relationships

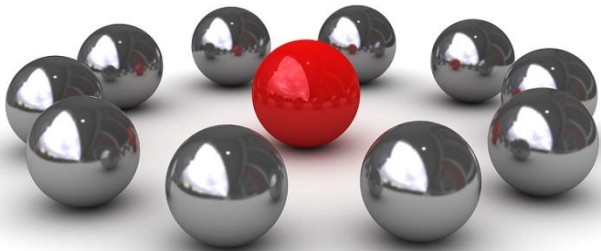
Saves Co. \$500k +/-

consensus decision

skill-up & scale-up B2B sales

rainmaker

intangible attributes . . .



the **best rainmakers**
bring clients and
cash into their firms
because they . . .

are no different
when they sell their
services than when
they deliver their
services

great rainmakers sell as they serve . . .



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they prepare . . .

they listen . . .

they **solve problems**

they care about their
clients' well-being
and success

they are **interpersonally** sensitive

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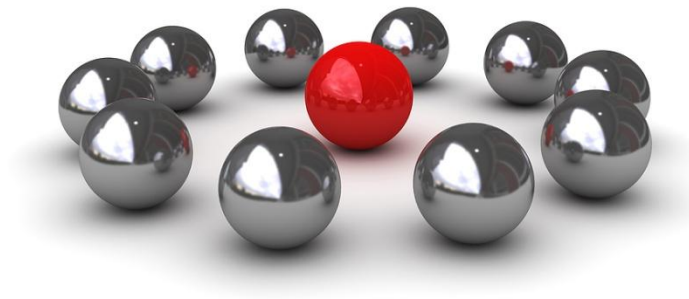
they can either push the limit
or slow down when it is in
the client's best interest

they create new
futures for clients. . .

that their clients
didn't know were
possible

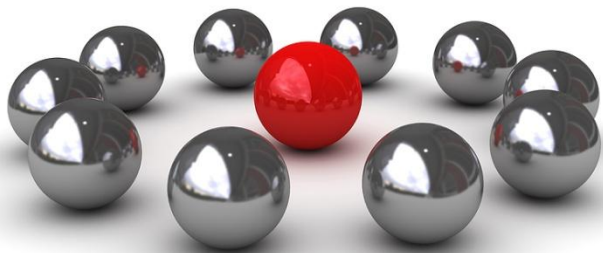
they **meet mutually set expectations**
over and over again, build trust
relationships and two-way confidence

the **best rainmakers** are ethical at all times



rainmakers

when strategic business development matters most . . .



About Richard D. Smith

Richard D. Smith is founder of SMITH-TRG, a Washington DC based business performance and value creation consulting firm. Richard as CEO/Managing Principal leads all engagement lifecycle activities from relationship development to engagement management and provision of 'results-measurable' deliverables. He also leads SMITH-TRG's Global 'Strategic Business Development Practice' that assists businesses, small to large, secure high-impact high-value contracts/deals.

Richard leverages his 25+ years of consulting, engagement management and enterprise leadership experience in start-up, pre/post IPO and Fortune 200 (CSC, MCI, IBM) operating environments, business development across industries & international markets, and technologies to enable stakeholders to capitalize on anticipated changes in customer priorities and their competitive landscape.

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questions or comments
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