SECOND ACT CONSULTING GUIDE

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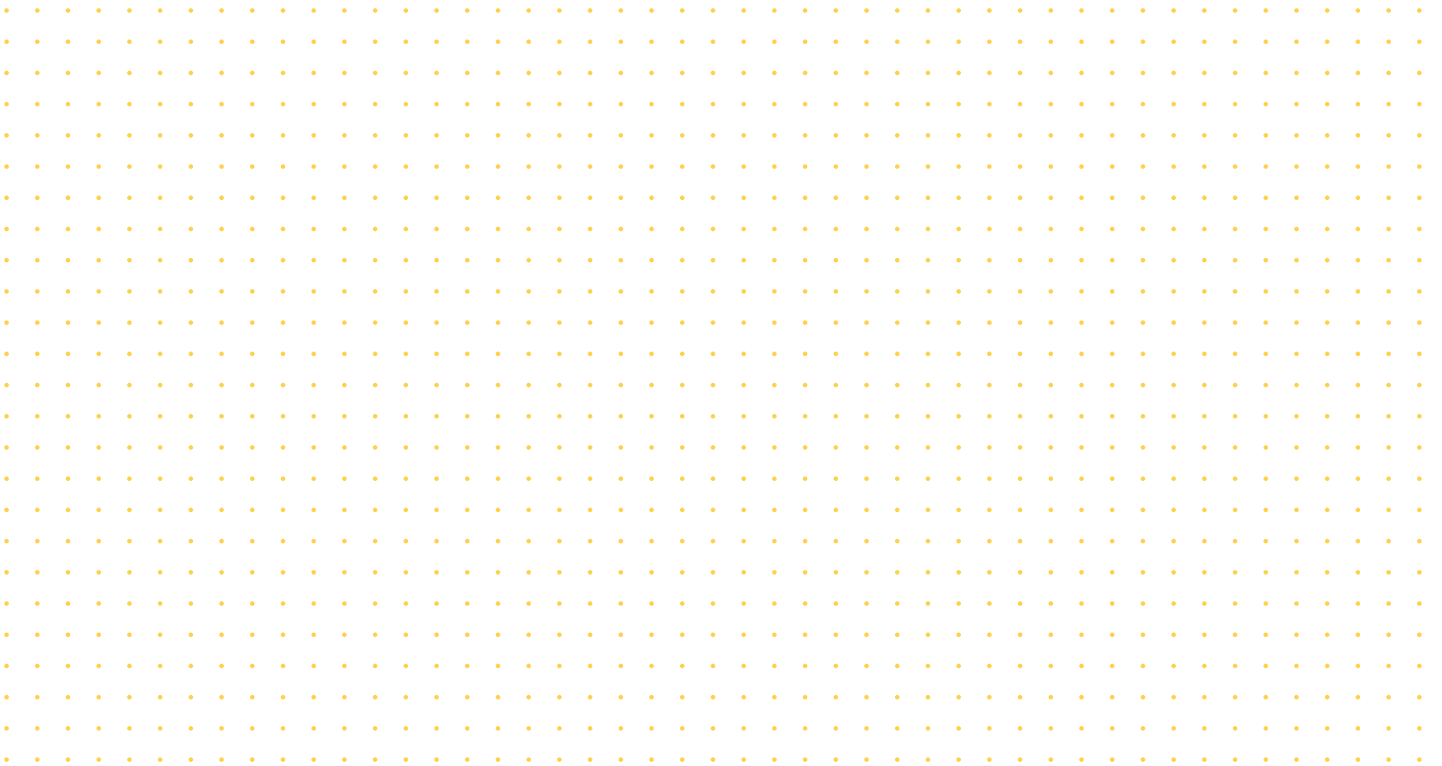
According to [Kiplinger](#), one of the fastest growing entrepreneurial segments includes professionals 50 years and older. One of the main reasons for this growth is that Boomers and older Gen Xers are rethinking how retirement will look for them and are taking steps to make that vision a reality.

Often referred to as a "second act," many professionals are considering what their careers will look like in the years leading up to retirement — or even during what used to be considered traditional retirement age. Bringing significant skills and experience to the marketplace, these individuals are often transitioning to consultancy as a way to remain active and engaged while supplementing retirement income or offsetting hobby and travel expenses.

Are you interested in transitioning into consultancy for your second act? If so, read on to learn more about how to discern the best consultancy focus area(s) for you, how to evaluate the marketplace for your consultancy, what type of client base will work best for your consultancy, and what resources are available to help you successfully make your second act consultancy a fulfilling and sustainable one.

Discern the best consultancy focus for you

The great thing about consultancy is that you get to decide what type(s) of work you'd like to do. As a result, it's important to be honest with yourself about the different types of work you do and do not enjoy. It's also important to think about which industries, types of clients, and work environments are right for you.

Step 1
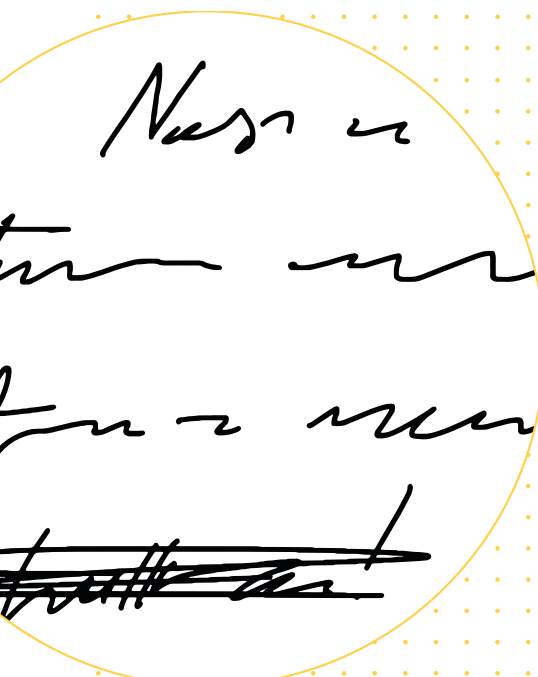
SELF-ASSESSMENT

Many professionals aren't sure how to narrow their years of experience into a defined consultancy. However, the good news is that there is no right answer — there is only the right answer for you.

Using whichever medium makes sense for you (e.g., a piece of paper, a spreadsheet, a Word document) list your topline professional skills. This is just a brainstorm, so don't think too hard — just write.

> **Note:** *In order to better illustrate the different exercises throughout this guide, a completed example exercise will be provided for each one. These examples, completed by a ficticious marketing executive, will likely vary from your own exercise results in terms of content; however, they are here to help illustrate the process for you.*

Example: List for a marketing executive:

- Marketing plan development
- Sales/ROI forecasting
- Budget development
- Campaign management
- Persona development
- Consumer research
- Marketing content development
- Infographic development
- Agency and third-party vendor management
- Contract negotiations and review

Now, for each topline skill, break out the more granular skills that support each topline skill.

👤 **Example: Topline skill breakout for "Marketing plan development":**

- Understand organizational goals, overall marketing strategy, KPIs, and what success will look like.
- Understand what failure will look like via association with past initiatives and associated marketing plans.
- Review perceived target audience(s), validate with available research, and adjust as needed.
- Assess defined target audience need states, interests, buying motivation, and common letdowns relating to the product/service to be marketed.
- Assess competitors' approaches to product/service marketing for target audience attributes and build out a SWOT analysis.
- Build a SWOT analysis for organizational approaches used in the past for this product/service, and/or build a SWOT analysis for the planned approach.
- Develop appropriate customer segmentation structure(s).
- Write customer segment and persona briefs for agency and internal creative work (e.g., graphics, images, copy).
- Complete or commission an SEO evaluation for a product/service and its associated target audience.
- Write up an SEO brief for an agency or internal content resources.
- Complete pricing, discount, and margin calculations.
- Develop sales, budget, and ROI forecast.
- Create content/promotion/channel/segment calendar(s).
- Develop a functional task timeline to facilitate plan execution.
- Put a plan in place to ensure execution and KPI monitoring follows best practices.

Now, look at your list and put a line through any tasks you don't enjoy.

Our marketing executive's list now looks like this.

👤 **Example: Topline skill breakout:**

- ~~Understand organizational goals, overall marketing strategy, KPIs, and what success will look like.~~
- ~~Understand what failure will look like via association with past initiatives and associated marketing plans.~~
- Review perceived target audience(s), validate with available research, and adjust as needed.
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- ~~Build a SWOT analysis for organizational approaches used in the past for this product/service, and/or build a SWOT analysis for the planned approach.~~
- ~~Complete pricing, discount, and margin calculations.~~
- ~~Develop sales, budget, and ROI forecast.~~
- ~~Create content/promotion/channel/segment calendar(s).~~
- ~~Develop a functional task timeline to facilitate plan execution.~~
- ~~Instantiate plan monitoring/status update process to ensure execution and KPI monitoring follows best practices.~~

After reviewing your remaining list, you'll find commonalities among the skills/tasks that you enjoy. In the previous example, our marketing executive clearly has a preference for customer profiling, segmentation, persona development, and associated SEO evaluation given their redline assessment.

Now, summarize your findings in short action statements.

Our marketing executive has come up with the following list:

1
Research, develop, and verify target audience definitions

2
Develop and optimize customer segmentations

3
Develop customer personas

4
Complete SEO evaluations for defined products/ services and associated target audiences

5
Write creative, marketing, and SEO briefs for internal stakeholders

Great! Now that you have an understanding of the services you plan to offer in your consutancy, it's time to conduct your market assessment.

Step 2

MARKET ASSESSMENT

Now that we've defined a potential consultancy focus, the next step is to determine the market demand for your preferred consultancy services and their potential value.

To begin, it's necessary to consider the potential consultancy focus and associated skills through a variety of lenses.

Industry, sector, and/or field(s)

To accurately assess the potential market for your consultancy focus, it's important to identify a clear frame of reference and determine which industries or sectors in which you initially plan to offer your services. While you may intend to offer your expertise across a variety of industries, it's important to identify at least one or two that you anticipate will have a) the lowest barriers to entry, and b) the highest initial demand so you can begin earning revenue quickly. Remember, you can always expand at a later date.

To choose your sectors or industries, consider the following:

> **In which industries do you have a demonstrated track record and industry knowledge that could be a barrier to entry for others?**

> 👤 **Example:** Our marketing executive has a track record in B2C retail and a deep background in retail customer behavioral data and associated systems.

Market demand and saturation

In relation to your consulting focus, are these track-record industries underdeveloped, developed, or overdeveloped in terms of your service offering? (e.g., Are your skill set and experience found easily, sometimes, or rarely in combination with the tasks you plan to accomplish for clients?)
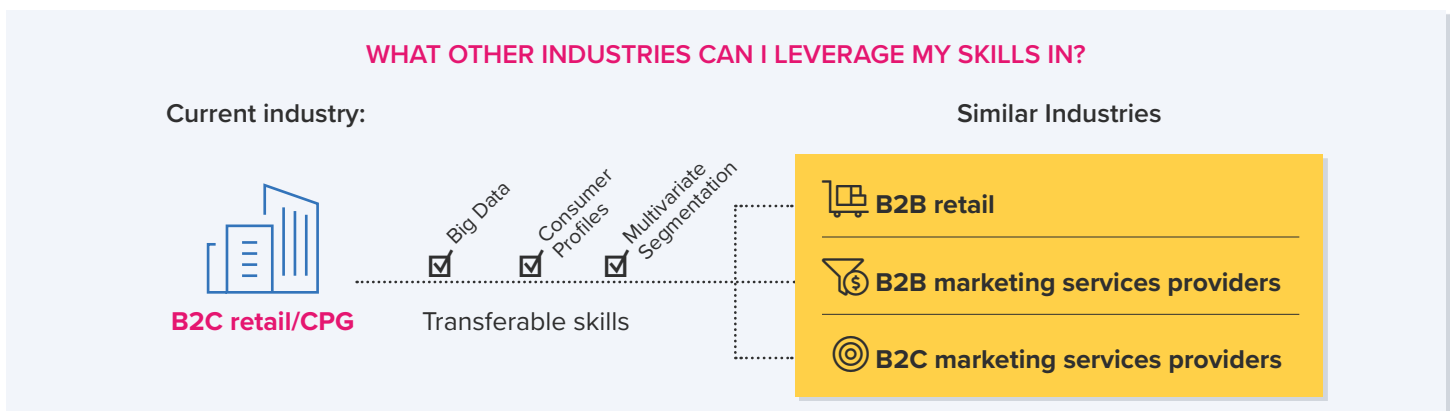
👤 **Example:** Our marketing executive plans to offer target audience identification, customer segmentation, and persona brief development services; however, these activities are common in B2C retail/consumer packaged goods and the skill set is common — this industry is over-developed. SEO evaluation, however, is far less developed — SEO skill sets (especially combined with target audience, segmentation, and persona skills) are less common. There may be some consulting opportunities with a slightly more narrow focus on SEO.

Industries:

B2C retail/ CPG

Skill set common in industry, won't sell at needed rate.

Skill set not as common, possible service offering position.

☐ Consumer Segmentation
☐ Target Audience Identification
☐ Persona Development
☑ **SEO**

Next, consider. adjacent industries, identifying additional low-barrier inroads for your consulting focus. Which industries have common attributes relating to your consulting focus and have not been overdeveloped in terms of your service offering or skill set?

👤 **Example:** Our marketing executive's experience is transferable across a variety of verticals in relation to big data, consumer profiles, and multivariate segmentation.

- B2B retail
- B2B marketing services providers
- B2C marketing services providers

WHAT OTHER INDUSTRIES CAN I LEVERAGE MY SKILLS IN?

Current industry:

B2C retail/CPG

☑ Big Data ☑ Consumer Profiles ☑ Multivariate Segmentation

Transferable skills

Similar Industries

🛒 **B2B retail**

💰 **B2B marketing services providers**

🎯 **B2C marketing services providers**

Example: Our marketing executive has decided to evaluate B2B retail and marketing services opportunities in addition to B2C marketing, which is related to their "home" industry. Additional elements to consider include:

- Sectors that are B2B, but have a consumer component, may have a greater demand for our marketing executive's specialized skill set.

- Sectors with complex or high-volume client lists will likely have a higher demand for profiling, multivariate segmentation, and will potentially have larger stores of client data.

- Additional industry/sectors identified for further evaluation:
  - B2B financial services
  - B2B higher education services providers
  - B2C higher education
  - B2C retail marketing services providers (agencies)
  - B2C pharmaceuticals
  - B2C healthcare marketing services providers

IN WHICH OTHER INDUSTRIES CAN I LEVERAGE MY SKILLS?

- B2B with consumer component

- Complex or high-volume client lists with client big data

Similar Industries

B2B retail
B2B marketing services providers

B2C marketing services providers

Client Industries of "Similar Industries"

B2B higher education services providers
B2B financial services

B2C higher education
B2C retail marketing services providers (agencies)
B2C pharmaceuticals
B2C healthcare marketing services providers

Evaluate the "table stakes"

Once you've identified and assessed your potential industries and sectors where you'd like to market your consulting services, it's important to identify the "table stakes" (e.g., lowest-level requirements to work as a consultant in a given industry) — especially if you've identified some adjacent industries you'd like to work within. To do this, you'll want to do the following:

1 Perform an internet search for the type of consulting services you plan to provide, in the industry or adjacent industry you'd like to enter. Carefully review the search results, noting the following:

Which elements of the services provided do these organizations tout as their differentiators? Which don't they mention at all?

What are the qualifications of the consulting/service providers' staff (e.g., the people doing the work, not the top partner)? For more detail, identify the key staff member bios and visit their LinkedIn profiles. Consider such attributes as:

- Education level (e.g., bachelor's, master's, or PhD)
- Certifications (e.g., CPA, J.D., software certifications, CPE credits)
- Years/level of experience

2 Now, conduct the same type of research, but search for full-time positions that would likely conduct the services you plan to provide (but in-house) in the industries you've identified. Note the following when reviewing the companies and job descriptions returned:

- What size companies are searching for these positions? Is there a variety, or are they all large or small?
- Are these positions management positions, individual contributor positions, or both?
- Are there only a few position postings available, or are you seeing many that still remain unfilled?
- What level of management does this position report into? Does that management level usually have budget approval privileges?
- What specialized knowledge or tools do these positions require (e.g., familiarity with certain types of software, methodologies, higher math skills, medical background)?
- What are the basic- and desirable-level qualifications listed for these positions (e.g., education level, years of experience, industry-specific experience)?
- What is the indicated pay scale, if provided? If not, consult such resources as Salary.com or Indeed.com for general estimates.

In the case of our marketing executive, after conducting the research above, some adjustments to the potential list of industries/sectors were required. Specifically, two of the identified industries had to be removed due to unmet table stakes:

- **B2C Pharmaceuticals:** Removed because the marketing executive lacks requisite knowledge of agency and regulatory body compliance standards, along with associated legal requirements.
- **B2C healthcare marketing services providers:** Removed because the marketing executive lacks the requisite five years of healthcare provider field visit experience.

Network evaluation

For the remaining industries/sectors, take some time to really investigate your professional and personal network. As a new consultant, the quickest way to gain clients and startup revenue is through word of mouth recommendations or online referrals in your target industry. Does your network currently contain people who are a) likely to contract your services as a consultant, or b) able to introduce you to people who are likely to contract your services as a consultant? If the answer is "yes," for a specific industry, that's great! If not, you don't necessarily have to cross the industry off — you'll just need to work to develop and broaden your network. Industry-specific network-building activities include:

- Joining and beginning to attend networking group events that include your industry of interest.
- Developing fans of your work in your desired industry by offering free or heavily discounted services on Fiverr.com or FlexJobs.com. These projects can not only help you get your foot in the door of a new industry, but they can also give you valuable opportunities to demonstrate your transferable skills to future clients.
- Talking to your network and asking if anyone knows professionals who work in your desired industry. Would they be willing to introduce you for the purposes of conducting an informational interview (e.g., asking questions about the industry and how your skill set might be of value)?
- Identifying discussion groups associated with your desired field/industry on LinkedIn and Facebook; joining, participating in discussions, commenting on posts, and asking lots of questions.

Value evaluation

Oftentimes, those new to consultancy or freelancing will simply take their annual salary, divide by 52 to get a weekly figure, and then divide by 40 to get an hourly rate. This is one of the first pitfalls to avoid as you begin your transition to consultancy.

$$120,000/52/40 = \cancel{57.70}$$

Remember that, by hiring an independent contractor or consultant, your clients are saving money as they will not be paying the benefits associated with a full-time employee (e.g., health care, retirement benefits, profit sharing). In addition, they will not be paying the associated tax obligations for a full-time employee (e.g., FICA taxes, state/local taxes). You, however, will be incurring additional expenses as an independent contractor or business, including health care costs, disability insurance, life insurance, FICA taxes, licenses, and continuing education. Furthermore, you'll be paying standard business expenses such as errors and omissions insurance, general liability insurance, tech expenses (e.g., laptop, cell phone, printer, IT support services), office supplies, utilities, travel, and event/conference fees. In addition, you'll be responsible for such marketing expenses as web design/hosting, advertising, SEO services, and more that we'll discuss further on in this guide.

With all that said, then, how do you set an appropriate hourly rate? A good generic place to start is to take the hourly rate you would expect to pay a full-time employee that conducts your consultancy focus at roughly the same skill/experience level and add 40 percent. However, more research is still required before finalizing your fee structure.

The first step in determining your actual professional rate is to consider your brand equity, name recognition, and network. If you have primarily spent your career in one or two related fields within the same industry, have had a fairly long tenure with your employers, and have developed a robust professional network in that industry, you are more likely to command a higher rate and be more in demand. For industries you are entering for the first time, regardless of how much overlap there may be in the required skill set, you may have to work for less for a while to develop your credibility before earning a premium rate.

If you have not yet left your full-time employment, there is some research that you may be able to do in this area. Specifically, if you plan to consult in your current industry/field, you may be able to ask your procurement department or colleagues who've engaged consultants in your field about the general range of rates paid per hour. It's very important to note, however, that asking for specific hourly rates, or the rates of specific consultancies as you gather information for your future consultancy, is not ethical, and should not be pursued for any reason, at any time.

Another way to gauge appropriate hourly rates is to conduct research on freelance job sites. For example, it's possible to join a site such as FlexJobs.com for a short time and search their postings which will often include hourly rates. FlexJobs will also highlight top earners in different roles or fields, showing you the types of initial ranges you might expect. It's important to note, however, that freelance aggregation sites such as FlexJobs, Fivver, Upwork, and Virtual Vocations tend to offer lower rates due to a) the amount of freelancers competing for jobs, and b) the lower levels of experience many freelancers who use these sites have. However, if you are entering a new industry, these rates may be initially appropriate for you until you have a greater network and more industry experience.

👤 In our example, our marketing executive is considering industries they are currently experienced in, as well as some new industries. Upon completing some research, our executive's analysis looks like this:

🛒 B2B retail

Focus	Low Rate	High Rate	Likely Rate
TAI, CS, PBD	$50	$150	$100 to $125

📢 B2B higher education services providers

Focus	Low Rate	High Rate	Likely Rate
TAI, CS, PBD	$75	$200	$100 to $150

🎯 B2C marketing services providers

Focus	Low Rate	High Rate	Likely Rate
SEO evaluation	$30	$100	$75

🏛 B2B financial services

Focus	Low Rate	High Rate	Likely Rate
CS, PBD	$25	$225	$50 to $75

📢 B2B higher education services providers

Focus	Low Rate	High Rate	Likely Rate
CS, PBD	$40	$150	$75 to $100

🎓 B2C higher education

Focus	Low Rate	High Rate	Likely Rate
SEO evaluation	$15	$75	$50

📐 B2C retail marketing services providers

Focus	Low Rate	High Rate	Likely Rate
SEO evaluation	$75	$200	$150 to $175

Key: TAI - target audience identification, CS - customer segmentation, PBD - persona brief development

This valuation research will be crucial not only to finalizing your industry evaluation (e.g., which industries to pursue in the consultancy), but also in the pricing sketch that you'll complete in the client assessment.
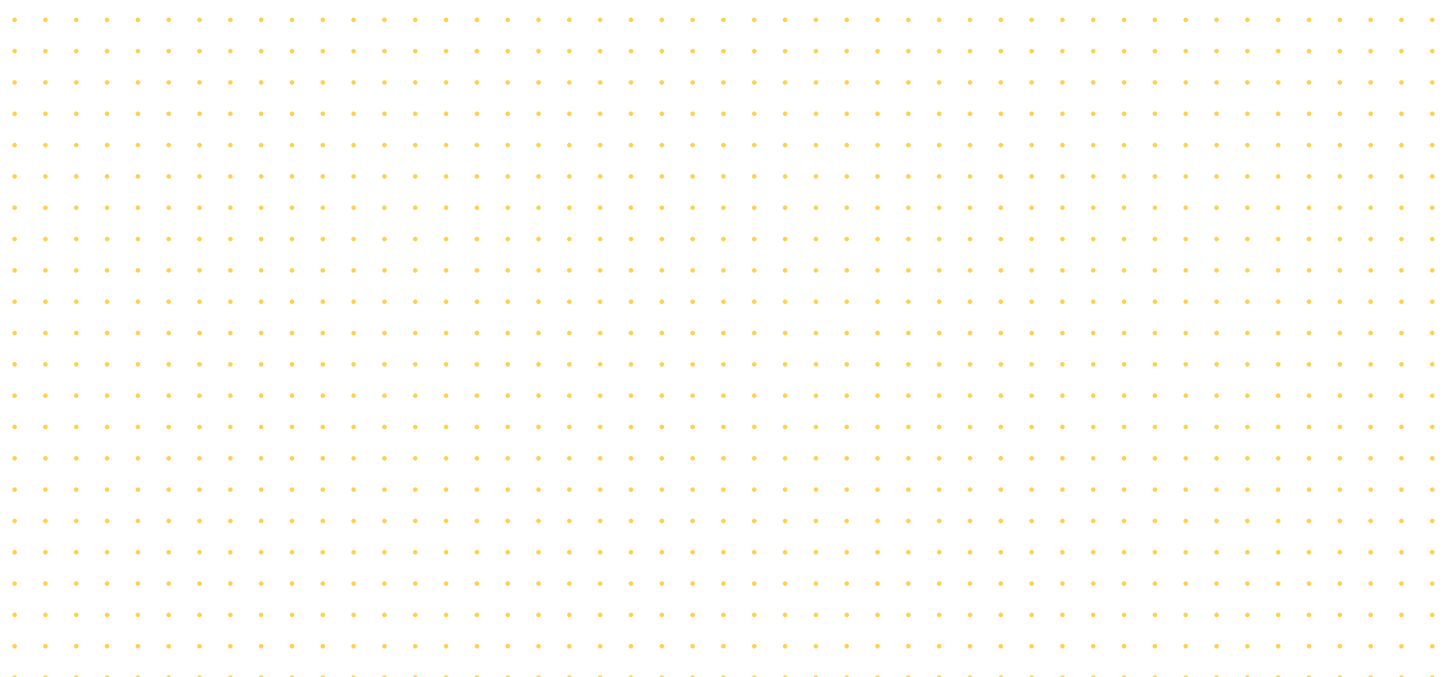
Industry evaluation

For the purposes of industry evaluation, refer back to your list. You will want to consider each remaining industry identified, and consider your level of table stakes, brand credibility, network, and valuation research. Ideally, it's best to have one or two industries with high table stakes/brand credibility/network for each "new entry" industry, from a potential revenue perspective.

👤 Our marketing executive has decided on the following industries after completing the market assessment:

B2B retail:
Adopted as a "new entry" industry, but a quick transition is expected

- High demand for consulting focus
- Existing body of work demonstrates applicable skills to clients
- Network building required
- Near-term revenue (within one year)

B2C marketing services providers:
Adopted as a "new entry" industry, but a quick transition is expected

- High demand for consulting focus
- Existing body of work demonstrates applicable skills to clients
- Network building required
- Near-term revenue (within one year)

B2C retail marketing services providers (agencies):
Adopted as a high table stakes/brand credibility/network industry

- High demand for consulting focus
- Marketing executive has high table stakes/ credibility
- Existing professional network includes many industry professionals
- Payscale is acceptable for the marketing executive
- Initial revenue stream (from day one)

~~**B2B financial services**~~ - Removed due to likely rate. Significant demand for focus consulting area services

- Hires low/no experience young people to learn on the job under experienced professional supervision vs. outsourcing
- Contracts only available at acceptable rate through senior industry contacts

B2B higher education services providers:
Adopted as "new entry" industry

- High demand for consulting focus
- Open to outsourcing
- Payscale acceptable
- Easily accessed network building opportunities
- Longer-term revenue (year two)

~~**B2C higher education**~~ - Removed due to likely rate.

- Open to outsourcing for the focus consulting services
- No barrier to entry
- Average payscale is too low for marketing executive requirements as marketing students often used during internships

~~**B2C pharmaceuticals**~~ - Removed due to lack of table stakes.

~~**B2C healthcare marketing services providers**~~ - Removed due to lack of table stakes.

Now that you've determined the optimal industries within which to offer your consulting services, you're ready to isolate industry-specific services your consultancy will provide that are unique, in-demand, and demonstrably valuable.

👨‍💼 For example, our marketing executive is planning to offer target audience identification, customer segmentation, persona development, and SEO evaluation services — but so are hundreds of other consultancies. What is unique, in-demand, and demonstrably valuable in their particular offering?

The template below will help you focus your thoughts around how your consulting services will be differentiated and valuable. Perform this exercise for each industry you plan to enter, and evaluate all of your services relevant to that industry. Don't worry if some of your services are not unique or all aren't in demand. This information will help you better plan your ramp up and client strategy within each industry.

☑ SERVICES EVALUATION

💡 Use your research to answer these questions for each service you plan to offer.

Industry	📌 Insert an industry here
Service	📌 Insert service here
Unique	💡 What differentiates your service from the same service offered by others?
In-Demand	💡 What makes your service desirable or in-demand at the same or better level than the same service offered by others?
Demonstrably Valuable	💡 How will you demonstrate the value of this service to clients, and how will it be greater than the value of others' services?

👨‍💼 To illustrate this step of the process, our marketing executive might use the template like this:

☑ SERVICES EVALUATION

🛒 **B2B retail**

Target Audience ID

Unique: By itself, it won't be unique. It will, however, be top-tier due to my experience and skill set.

In-Demand: This is in medium-level demand. However, I believe it will be in high demand within the next 6-12 months due to advances in marketing data and resources in this sector.

Demonstrably Valuable: Using examples from my retail body of work, I will demonstrate how correctly developed and applied target audience ID will enable better application of resources, decreasing expenses and increasing sales/ROI.

Customer Segmentation

Unique: My experience with a variety of segmentations and client types, big data, tech, marketing, and finance will make it unique, as most don't have this breadth of skill set and experience.

In-Demand: Customer segmentation (at level/complexity of B2C retail) is not common, but is in very high demand.

Demonstrably Valuable: Using examples from my retail body of work, I will demonstrate how advanced segmentation will enable better application of resources, decreasing expenses and increasing sales/ROI.

Persona Development

Unique: It won't be unique if applied using clients' current understanding of their client base.

In-Demand: While not used as significantly as in B2C retail, I expect that due to the increase in customer segmentation advances, persona development will become more common and in demand.

Demonstrably Valuable: Initial focus will be on time saved in training and communication for sales staff to better relate to their clients and marketing to better understand clients via personas driven by segmentation data.

SEO Evaluation

Unique: It won't be unique, if applied the way the sector is using it today.

In-Demand: It is currently in demand for website optimization.

Demonstrably Valuable: I will demonstrate how SEO, fueled by linking the insights derived from customer segmentation and persona development, can have discernable impact on KPIs.

After reviewing their answers, our marketing executive has learned the following about their services in the B2B retail space:

1. Customer segmentation is the only service they offer that will be unique, in demand, and will have demonstrated value on its own in this sector. This will be the initial offering and serve as the initial revenue stream for the consultancy.

2. Bundling or selling in target audience identification and persona development after winning a client engagement for customer segmentation is probably the best expansion strategy.

3. Further expanding into SEO evaluation services is a natural progression with customer segmentation insights and research. Offering some initial, complimentary examples after engagement on customer segmentation could make this the next step in increased engagement with the client (e.g., secondary revenue stream).

Just as in our example, you too will be able to discern insights from your answers in the template. While it may seem tedious, it's worth the effort to complete a similar exercise for your focus services in each industry you're considering. Bear in mind that, over time, these insights may adjust due to interaction with your clients down the road, or as sectors change over time. That's okay! These are your initial thoughts that you'll use to begin your consultancy and can adjust accordingly.

Develop a "smarter, faster" differentiation statement

Now that you've completed your industry services evaluation, it's time to distill that knowledge into a "smarter, faster" differentiation statement for each industry.

What is a "smarter, faster" differentiation statement? Basically, this statement is a brief summary of your Services Evaluation findings in the previous template, but with a marketing spin. You are leveraging the "Unique" and "Demonstrably Valuable" elements of your client assessment into a brand statement that will accomplish several important tasks:

- It will keep you focused on your strategically advantageous and profitable approach to each industry within which you intend to market your consulting services.
- It will provide you with a succinct way to summarize your brand's offering that highlights your services optimally within each industry.
- It will break down your marketing materials into basic elements through the framework of your differentiation statements.

To create your "smarter, faster" statement for each industry, it may be helpful to use the template below. To populate the "Smarter," and "Faster" sections, break out elements from your Services Evaluation template (previous section) into the appropriate category. Below, you'll find some general examples, but your answers may be completely different — and that's a good thing! Keep in mind that you may be smarter but not faster (or vice versa) in some industries/ services — that's okay, too. The purpose of this exercise is to hone in on what differentiates you from your competitors in a positive way.

"SMARTER, FASTER" DIFFERENTIATION STATEMENT	
Industry	⚲ Insert one of your focus industries here.
Smarter	In this industry, what makes your services "smarter" than what's available in most companies and with anticipated competition? • Your methodology? • Your unique blend of experience resulting in a unique perspective? • Your ability to bring new practices to this industry?
Faster	In this industry, what makes your services "faster" than what's available in most companies and with anticipated competition? • Can you assimilate info across different functional areas quickly without meetings? • Do you use unique tech, or use tech in a unique way? • Does your experience allow you to complete tasks faster than others with fewer resources?
Statement	Combine this information into a brief statement including an ROI reference.

👤 For example, our marketing executive might use the template like this:

"SMARTER, FASTER" DIFFERENTIATION STATEMENT

🖥️ **B2B retail**

Smarter:

- Broad range of customer segmentation methodologies and data tools not commonly used in this industry
- Understanding of emerging marketing strategies in this sector (target audience ID, personas, unique SEO application) relating to advanced segmentation

Faster:

- Ability to understand and accommodate aspects of client systems/personnel quickly, adjusting segmentation development to work within existing tech and resources
- Faster execution of emerging marketing strategies due to anticipatory capacity built into my unique customer segmentation methodologies and associated outputs

Statement:

XYZ Consulting drives incremental ROI for B2B clients through proprietary customer segmentation and leading-edge marketing practices that work within existing client systems and workforce resources.

Now we'll explore a couple of interesting points to think about regarding our marketing executive's B2B "smarter, faster" statement.

1. The emphasis of their statement is that their consulting focus services can be provided within the client's existing resource parameters. This is important because:

   a. It lowers perceived client risk/expense to onboard the consultancy.

   b. The type/complexity of segmentation this executive is offering is not common in this industry, and it's important for clients to realize they have the ability to take advantage of it Day One, which means ROI benefits will begin early in the service timeframe.

   c. The marketing executive is confident in their ability to create their own data environment, regardless of client constraints, due to their broad experience and deep knowledge.

   d. This is a huge differentiator, as many in this space will try to sell B2B retail clients systems, not intellectual capital, which gives the marketing executive a considerable edge and ability to acquire new clients.

2. Although they do plan to introduce target audience ID, personas, unique SEO application, etc., these services are not referenced in the statement as they aren't in high demand for the B2B industry at this time.

Be sure to complete this process for all of the industries you intend to target, as this content and statement will be integral as you move on to the next step — the client assessment.

step 3

CLIENT ASSESSMENT

Now that your consultancy focus and market assessment are complete, you're ready to identify your optimal client base.

A common pitfall when setting up a consultancy is to immediately jump to your network and start thinking about who is likely to buy services. While that might be effective in the short-term, you're in this for the long haul. It's tempting to source some revenue quickly from colleagues, network acquaintances, etc., but doing so without determining if the work will help you build your reputation in a profitable and strategically aligned manner can lead to long-term financial and business viability issues.

Before setting up your initial revenue stream (e.g., existing contacts/likely clients) it's important to build out your client profile. This profile will help you focus your resources on clients that are likely to be profitable, as well as help you develop your consultancy in alignment with your long-term goals.

To create your client profile, you're going to use all the work you've done in identifying your consultancy focus and market assessment.

size of
the client
organization

risk
tolerance

organization
environment

client's
roles

First, consider the size of the client organization you think would be optimal for your services. For example, is the service you're going to offer dependent on the client having a certain level/quality/complexity of assets, technology, or equipment? Is this true for some or all of the services you plan to offer?

Next, think about the types of clients you'd like to work with. Did you gain your professional experience in a traditional corporate, nonprofit, education, or government environment? What did you like and not like about the environments you've experienced? Are there some environments, such as a young startup or a creative agency, that you haven't experienced but would like to? Now is the time to really think about your preferences.

Now, think about if client size/sector will have any impact on your potential fee structure (e.g., your value evaluation and rate chart). Look back to the likely clients of the consultancies you researched — were they large, small, or a variety of sizes? Were they all in one sector within the industry or varied (e.g., corporations, educational institutions, government)?

For each service you offer, you will also need to determine the necessary risk tolerance of the client. For example, if the service you're offering is an established one in the industry you're targeting, risk tolerance may not be that important. However, if you are offering a newer service, or a unique/proprietary spin as a new consultancy, you may require clients who have higher risk tolerance and are more open to experimentation and pilots.

Then, you'll want to consider (by service) the management roles most likely to have decision-making ability to engage you from an authority and budgetary perspective. You'll also want to identify the levels of likely influencers on that decision maker. This information will not only help you to identify possible contacts once you conclude a client is a good fit for your business, but also when reviewing your network.

You will also need to think about how you would like to perform your consultancy services. Do you thrive on being in an office everyday with a team, or are you more of an independent contributor that prefers to work remotely? Perhaps a combination of the two? Is there a compelling reason that some or all of your consulting services can/can't be performed remotely?

Finally, you'll want to review all of these factors to see if any might skew your anticipated rate. You might find that it is lower than you can tolerate or, conversely, that certain factors will help you stay in the higher levels of your rate range. After doing so, draw a conclusion about each of your services in each of your industries so you have a strategic summary to populate your business sketch later in the process.

Use this template to corral your thoughts and review them to make strategic hypotheses in your client assessment.

CLIENT ASSESSMENT

Industry	Insert your industry here
Service	Insert service here
Client Size	By service, indicate the size(s) of clients that are optimal, given your research.
Client Sector	Insert service here
Client Risk Tolerance	By service, indicate the client's perceived risk tolerance or likelihood to try a new or emerging practice or technology.
Management Level	By service, indicate the management level you expect will have decision making authority/budget access to engage you. Indicate the same for influencers.
Service Location	By service, indicate whether onsite, remote, or hybrid work is possible and/or best.
Rate Dependencies	By service, indicate whether any of the previous factors will impact this service rate, per your previous research.
Conclusion	After reviewing table factors, by service, indicate final conclusions regarding deal-breakers or imperatives.
Conclusion	Insert your conclusions here

👥 After thinking about all of these questions, our marketing executive came to the following conclusions for their client profile in the B2B Retail industry.

👥 CLIENT ASSESSMENT

🛒 B2B retail

Target Audience ID

Client Size: Large to mid-size for budgetary reasons.

Client Sector: Private corporations and potentially some nonprofits (large only).

Client Risk Tolerance: Needs to be higher risk tolerance, as this service isn't widely applied yet in this industry.

Management Level: As a primary entry, C-level required due to uncommon use in this industry. If done as an add-on secondary service post-entry, mid-management is okay.

Service Location: Given emerging status of this tool, onsite is best with hybrid optional later on. NO REMOTE.

Rate Dependencies: Research and emerging service status indicate large clients with higher risk tolerance will be required to hit the center of the target rate range.

Conclusion: Focus on large, private corporate clients with higher risk tolerance. Likely secondary — not primary — entry service. No remote option at this time.

Customer Segmentation

Client Size: Any size is acceptable across sectors, except nonprofits which must be large.

Client Sector: Private corporate, nonprofit, private education for budgetary reasons.

Client Risk Tolerance: Medium risk tolerance is okay in private corporations, higher risk threshold needed with nonprofits and higher education.

Management Level: This is a primary entry service. Decision maker is likely director and up, with influencers being mid-management. (day-to-day internal contact).

Service Location: Likely onsite for kickoff week, then hybrid initially. Remote in the future, depending on security protocols.

Rate Dependencies: Private corporations or private education/services required to hit the middle to high end of rate card.

Conclusion: Any size private corporation or private higher education client is a good fit for this primary entry service.

Persona Development

Client Size: Large to mid-size for budgetary reasons.

Client Sector: Private corporations, higher education, higher budget nonprofits, public -facing educational government agencies.

Client Risk Tolerance: While not commonly used in this industry, persona development in its basic sense isn't new, and won't seem very risky.

Management Level: This is not a primary entry service, as I only want to develop data-driven, customer-segment-fueled personas (not research-based personas). Influencer (mid-management) needed for expansion only.

Service Location: As a secondary service, hybrid work will be acceptable. Face-to-face meetings required at kickoff and final presentation.

Rate Dependencies: Initially, this service may be offered as part of a bundle with customer segmentation services. As such, the service itself is the primary rate driver. Anticipate at the low rate to bottom of rate range during initial service launch.

Conclusion: As a likely bundle or expansion service, identifying existing clients who are data focused and have data-driven marketing departments will be key. Expansion, not rate, is the KPI here.

SEO Evaluation

Client Size: Mid- to boutique-size optimal. Large organizations outsourcing overseas.

Client Sector: Nonprofits, government agencies, public education (large or bundled only), or non-tech business.

Client Risk Tolerance: Client risk is a minimal factor as a secondary service associated with customer segmentation which is higher risk.

Management Level: This is not a primary entry service, as I only want to develop data-driven, customer-segment-fueled SEO evaluation rather than agnostic SEO. Influencer (mid-management) needed for expansion only.

Service Location: As a secondary service, hybrid work will be acceptable. Face-to-face meetings required at kickoff, midpoint check-ins,and final presentation.

Rate Dependencies: Initially, this service may be offered as part of a bundle with customer segmentation services. As such, the service itself is the primary rate driver. Anticipate at the low to bottom of rate range during initial service launch.

Conclusion: As a likely bundle or expansion service, identifying existing clients who are data focused and have data-driven marketing departments will be key. Expansion, not rate, is the KPI here.

Conclusion

Client Size: Optimal client size varies by service.

Client Sector: Private corps, private higher education, large nonprofits are the most common type.

Client Risk Tolerance: Risk tolerance varies by service, but mid- to higher risk tolerance is preferable.

Management Level: Management level varies by service and primary vs. secondary entry likelihood.

Service Location: Completely remote work is unlikely, but hybrid work is a reasonable expectation.

Rate Dependencies: Rates vary by service for a variety of reasons. No one clear determinant to seek or avoid.

Complete this exercise for each industry you've identified for your consultancy. You may find that there are a variety of "optimal client profiles" — meaning there are differences by industry, service, or both. This is often the case.

After our marketing executive completed this process for each of their selected industries, here is a summary of what they found.

Target Audience ID

B2B Retail (from example above):	**B2B Marketing Services Providers:**
Focus on large, private corporate clients with higher risk tolerance. Entry likely secondary - not primary entry service. No remote option at this time.[1]	Any size, any sector is a good fit for this primary entry service.[1]
B2C Retail Marketing Services Providers:	**B2B Higher Education Services Providers:**
Budget, rather than size or sector, is relevant for this primary entry service.[1]	Any size, any sector is a good fit for this expansion service.[1]

Customer Segmentation

B2B Retail (from example above):	**B2B Marketing Services Providers:**
Any size private corporation or private higher education client is a good fit for this primary entry service.[1]	Any size, any sector is a good fit for this primary entry service.[1]
B2C Retail Marketing Services Providers:	**B2B Higher Education Services Providers:**
Any size, any sector is a good fit from this primary entry service.[1]	Any size, any sector is a good fit from this primary entry service.[1]

Persona Development

B2B Retail (from example above):
As a likely bundle or expansion service, identifying existing clients who are data focused and have data-driven marketing departments will be key. Expansion, not rate, is the KPI here.[1]

B2B Marketing Services Providers:
Any size, any sector is a good fit for this primary entry service.[1]

B2C Retail Marketing Services Providers:
Any size, any sector is a good fit for this primary entry service.[1]

B2B Higher Education Services Providers:
Any size, any sector is a good fit for this primary entry service.[1]

SEO Evaluation

B2B Retail (from example above):
As a likely bundle or expansion service, identifying existing clients who are data focused and have data-driven marketing departments will be key. Expansion, not rate, is the KPI here.[1]

B2B Marketing Services Providers:
As a likely bundle or expansion service, identifying existing clients who are data focused and have data-driven marketing departments will be key. Expansion, not rate, is the KPI here.[1]

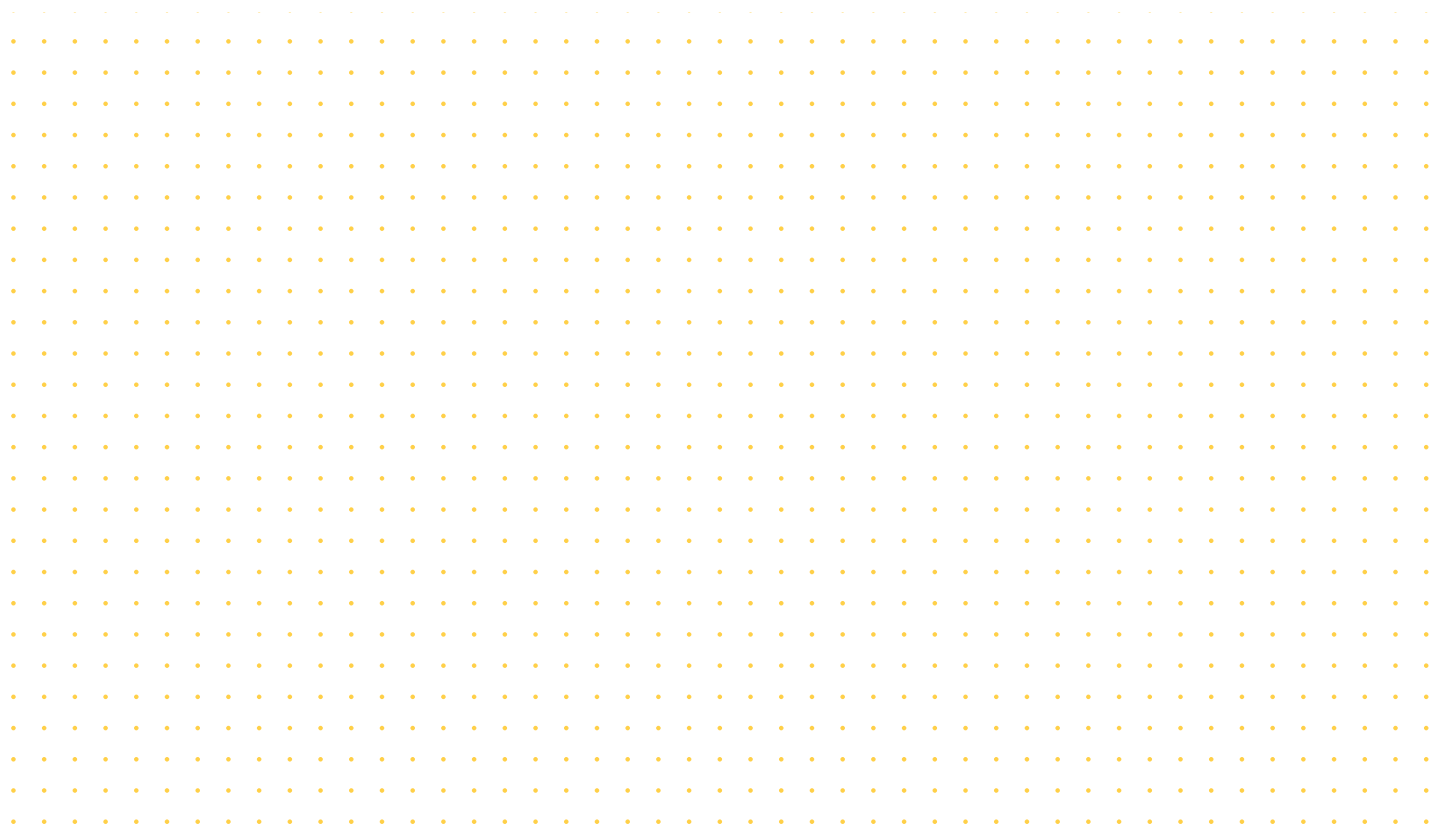**B2C Retail Marketing Services Providers:**
This service will not be profitable in this industry. Will not offer due to significant low-wage labor pool.

B2B Higher Education Services Providers:
Industry is saturated — will not offer due to low likely rate level.

👤 In considering their client profile, our marketing executive developed the following:

Overall client profile: Director-level executives in the B2B retail, higher education services, and B2C/B2B marketing services industries committed to making data actionable from a sales and marketing perspective with minimal supervision or internal technical resources required. Data-driven customer segmentation is of primary importance to these clients, target audience ID and persona development is a secondary need state, and SEO evaluation is also significant in B2B. Client risk tolerance will vary by industry, but it is optimal to aim toward no greater than a moderate level of customer segmentation risk tolerance.

It's important to note that for this exercise, you're taking everything you've learned in your assessments and applying it to define the right type of client for your business (e.g., most profitable, most strategically aligned to achieve your goals). Creating this definition, rather than jumping to your network, enables you to focus on the optimal client definition that you are striving to attract and the one that helps you achieve your vision for your business.

🏬 B2B Retail

Client Profile Overview	
Larger private corporations, higher education institutions, and large nonprofits.	CS[2] — primary TA ID— secondary Persona — expansion SEO — expansion
DM[3] — Director + D2D — Manager	Moderate risk tolerance required.

📇 B2C Retail Marketing Services Providers

Client Profile Overview	
Budget, rather than client size or sector is the determining factor in this instance.	CS — primary TA ID — primary Persona — primary SEO — not offered
DM — Director D2D — Manager	Low risk tolerance required.

📢 B2B Marketing Services Providers

Client Profile Overview	
Any size, any sector MSP[4] clients are a good fit.	CS — primary TA ID — primary Persona — primary SEO — expansion
DM — Manager D2D — Manager	Low to moderate risk tolerance, depending upon MSP's client's tolerance.

📣 B2B Higher Education Services Providers

Client Profile Overview	
Any size, any sector HESP[5] clients are a good fit.	CS — primary TA ID — primary Persona — primary SEO — not offered
DM — Director D2D — Manager	Low to moderate risk tolerance, depending upon HESP's client's tolerance.

[1] This assumes required data has been collected and stored in an environment accessible to the marketing executive.
[2] Definition: Customer Segmentation (CS), Target Audience ID (TA ID)
[3] Definition: Decision maker (DM), day-to-day contact (D2D)
[4] Definition: Marketing Service Provider (MSP)
[5] Definition: Higher education service provider

Now, will every client exactly fit this definition? Probably not! But, if a potential client is far afield of this definition in multiple facets or (worse) is the polar opposite, you may wish to reconsider pursuing that client. Pro tip: Sometimes, the best business is the business you don't do. Having the discipline to realize which clients are right for your business and walk away from those that aren't is one of the key determinants of profitability and your own peace of mind in consultancy.

Business sketch

Now that you've completed your customer assessment process for each of your services per industry, it's time to create your business sketch. A business sketch is simply a summary of the key assumptions you've created surrounding your proposed consultancy. It will include many components of your self-assessment, market assessment, and client assessment — coalesced into a one-page summary document you can easily refer to when creating marketing materials or having impromptu conversations with potential vendors or clients.

There are a variety of ways to create your business sketch. Some people prefer something more inspirational and polished, while others prefer more of a straightforward info sheet. Regardless, common elements include:

- A general mission or vision statement
- Your value proposition
- A summary of services
- Key sectors/industries
- Customer profile
- A potential rate sheet
- Timeline with milestones
- Financial projections
- Start-up expenses

Remember, this document is for you — it's not marketing material — so it's important that the level of detail and appearance work for you.

👤 Here is an example of what our marketing executive created.

Business Sketch

👤 Customer profile:

Director-level executives committed to making data actionable from a sales and marketing perspective with minimal supervision or internal technical resources required.

🏢 Mission statement

XYZ Consultancy drives client sales and profits through leading-practice customer segmentation, target audience identification, customer persona profile development, and optimized SEO services.

💡 Value proposition

Smarter, Better, Faster statement - XYZ Consulting drives incremental ROI for B2B clients through proprietary customer segmentation and leading-edge marketing practices that work within existing client systems and workforce resources.

📊 Rate Projections

Industry	Focus	Low Rate	High Rate
B2B retail	TAI, CS, PBD	$100	$125
B2B marketing services providers	TAI, CS, PBD	$100	$150
B2C marketing services providers	SEO eval	$75	$75
B2B higher education services providers	CS, PBD	$75	$100
B2C retail marketing services providers	SEO eval	$150	$175

Key: TAI - target audience identification, CS - customer segmentation, PBD - persona brief development

Key industries

- B2B retail
- B2B MSP
- B2C retail MSP
- B2B higher ed services

Key services summary

- Target audience identification
- Customer segmentation
- Persona brief development
- SEO evaluation

Regardless of which type of layout or the level of detail you choose, it's important that your business sketch contains all of the prompts and information you'll need to move onto the next step — informational interviews.

Step 4

INFORMATIONAL INTERVIEWS

Now it's time for all of your hard work to pay off — you're ready to take your business sketch and discuss your proposed consultancy with professionals who fit your optimal client profile. And, you're going to use the optimal clients in your professional network to do so.

Essentially, informational interviews are meetings that you set with professionals to ask for their opinions and guidance in the pursuit of an endeavor, whether that be a new job, a different career, or a new business venture. In this case, you'll be setting these interviews to present an overview of your business assumptions and ask for constructive criticism (i.e., poke holes in your assumptions), feedback, or additional suggestions you can incorporate into your plan.

It's very important to note that informational interviews are **not** sales meetings and shouldn't be treated as such. In order to get honest and sincere feedback, a certain level of trust must exist. Sales meetings, by their nature, usually don't have that type of trust and won't produce the result desired. In addition, if you schedule an informational interview and then try to turn it into a sales pitch, not only will you likely be unsuccessful, you'll also sour that relationship permanently. There will be plenty of time, after incorporating all the valuable information you'll receive, to set a subsequent meeting to discuss potential engagement opportunities.

Another important caveat before proceeding: If you are still employed while planning your consultancy, be very careful about whom you contact if your current employer isn't aware of your plans after "retirement." Though you may have absolutely no intention of taking on your employer's specific business or clients, it can cause a negative response with potentially significant impact. Be sure to only interview those in your network who are completely removed from your current employer, or those whom you trust completely.

Now, it's time to consider your professional network, including colleagues, professional associations, social media networks (i.e., LinkedIn, Facebook groups), or professionals you may know from other settings such as charity or fellowship organizations. Referring back to your business sketch, consider which of these network members fit your optimal client profile most closely. It may help to review your network, making a list of any potential matches, and then ranking them in terms of profile match. Try to come up with at least 20 names from a variety of focus industries, management levels, and organization sizes. Note that you want to conduct between five to 10 interviews, but not all of your contacts may be available for these types of meetings. Start at the top of your ranked list, and keep working through it. You may find that some people cancel, or some interviews aren't quite as informative as you'd hoped, so you can always return to your list and schedule additional meetings with more contacts.

A portion of our marketing executive's list might look something like this:

Name	Contact Source	Industry	Company Size	Management Level	Service Familiarity	Risk tolerance	Other industries	Rank
Devon Smith	Former XYZ colleague	B2B retail	Large	Vice President	CS, TAID	Medium	B2C retail	2
Juan Martinez	Former XYZ colleague	B2C MSP	Boutique	Director	CS, TAID, Persona, SEO	High	B2C retail	1
Joel Ross	Pickleball	Education services	Mid-size	Senior Manager	SEO	Unknown	Unknown	6
Jen Gale	PTA	Education services	Mid-size	Senior Manager	CS, Persona	Low	Healthcare	5
Erik Lang	LinkedIn	B2B MSP	Large	Director	CS, TAID, Persona, SEO	Medium	B2B retail	4
Nikki James	Facebook marketer group	B2B MSP	Mid-size	Vice President	CS, TAID, Persona, SEO	High	B2C MSP	3

Definition: Customer Segmentation (CS), Target Audience ID (TAID)

In considering their network, our marketing executive wanted to make sure that there was a good variety of professionals from their various target industries, as well as company sizes and management levels. Our executive also considered familiarity with the services they plan to offer and previous industries to enhance the value of the information and feedback they hope to gather. Note that even though SEO services are not expected to provide the likely rate necessary for our marketing executive to consider Joel Ross's industry (education services) to be profitable, they are still going to try and set up an interview. This is because the informational interview process is not a sales process — rather, it is an information gathering exercise where confirming assumptions about SEO rates in education services will be important to the development of a business plan going forward.

When you are ready to reach out to your contacts, carefully consider the best way to do so. Time is a valuable resource, so it's important to ask for it in a tactful and respectful manner. For example, though our marketing executive knows Jen Gale from the PTA at their son's school, approaching her to ask a favor before a PTA meeting may not be the right time. Conversely, it might be perfectly fine to ask Joel Ross, after pickleball, if he'd be willing to have lunch next week to discuss the proposed consultancy plans and give his feedback. And, reaching out to colleagues via LinkedIn or DMing a request to a Facebook group member may be fine as well. Use your soft skills to gauge the best approach for each contact and, if you're unsure, don't hesitate to ask your partner, a friend, or other trusted person how they would approach the situation.

In preparation for your informational interviews, which should be roughly 30 minutes, it's important to consider the questions you'll ask beforehand. Whether you jot them down on a notepad, list them in your calendar app, or set up a spreadsheet, be sure that you've tailored them to your interviewee's experience and industry. Also, be sure you have a way to capture the feedback received so you can integrate it back into your business assumptions (e.g., either confirming your assumptions or necessitating changes). And, be sure to send a quick thank you after your interview to show your appreciation for your contact's time and expertise.

Take the next step

Once your informational interviews are complete and you've updated your business assumptions with the feedback you've received, you're ready to take the next step on your path to consultancy. Below is a curated list of resources to help you launch your consultancy and start an exciting new chapter!

Resources to help you get started

Small business resources and support for your consultancy

- SCORE.org: SCORE has the largest network of free, volunteer-based small business mentors in the nation. No matter what stage your business is at, SCORE has a mentor for you.

- The Small Business Administration (SBA) Learning Dashboard: The SBA offers many services to small businesses, including a dashboard of courses you can take to teach you the skills you'll need to launch, market, and manage your own business.

- Where to secure a Federal Official EIN/Tax ID if you plan to incorporate: If you plan to incorporate or become an LLC, you'll need to apply for a federal EIN, even if you only plan on employing yourself.

- Incorporate.com: This site offers a streamlined way to incorporate your business if you don't plan to work as a 1099 contractor.

- LegalZoom.com: This site offers a number of legal services including drafting your master services agreement for clients, engagement contracts, and more.

- Microsoft templates for small business startups: You will need a number of documents as you set up your business, and Microsoft offers a number of generic templates to help you get started.

Helpful business tools

As you continue to build out your consulting business, you'll need to consider which tools make sense for you from a financial, sales, marketing, and operations perspective. Here are some commonly used tools to help you move forward confidently.

Financial tools

Many small businesses don't require full corporate accounting services, but still need to track income and expenses, as well as prepare various reports for tax purposes. Here are a variety of options that may be right for you.

- Quickbooks: A full-suite accounting software package that integrates with a variety of other apps to help businesses keep their finances on track. Additional functionality such as expense reports, invoicing, accounts payable, and financial statements, and tax preparation are also available.

- QuickBooks for the self-employed: If you're not planning on incorporating, or are looking for a simpler accounting package, this version of QuickBooks may make sense for you.

- Wave Accounting: A suite of free and pay-per-use accounting software for small businesses.

- TurboTax: A tax preparation software package that helps file federal, state, and local taxes. This software integrates with many accounting software packages, as well as online banking systems as well.

- Hurdlr: This software is specifically dedicated to finding allowable tax deductions for your business and helping you track them.

- Expensify: An app that generates expense reports by pulling data directly from credit cards or scanned receipts.

- Invoice Sherpa: An app that facilitates client invoicing and credit card payments to streamline the accounts receivable process.

- Bill.com: If you will have contractors or other companies providing you with services, an accounts payable tool to help you manage their invoices and statements can be helpful.

- **Wise.com**: If you intend to have international clients, vendors, or contractors, international currency exchange and transfer software can be a stress- and expense-reducing necessity.

CRM and sales tools

Many people think sales and marketing tools are the same thing, but they aren't. Sales and CRM tools specifically manage the client experience once they have contacted you, through contract bidding and negotiations, and contract signature. Ongoing client relationship management is also an important aspect to consider as you prepare to launch your business.

- **The Compensation Foundation**: A public, online platform for collecting, sharing, and analyzing how contingent workers (freelancers, contract workers, creative professionals, permalancers) are compensated to better help you bid contracts at an appropriate rate.
- **PandaDoc**: Create, send, track, and collect signatures for documents and contracts more easily and efficiently.
- **HubSpot**: This platform offers individual marketing, sales, content management, and customer service hubs, allowing you to pick and choose which elements you need as your business grows.

Marketing tools

There are many small business marketing tools available to meet a variety of needs. Here are some of the most commonly used tools as a place to start developing the marketing for your new business.

- **Business Name Generator**: Looking for an interesting name for your business? Try this random name generator using keywords and designated industries.
- **Google Domains**: Learn more about how to craft the right domain name. Also, check and see if the domain name and prefix that you'd like for your business are available.
- **Bluehost**: For those who don't have a coding background, this is a less expensive alternative to building and hosting your own website. Other commonly used website building and hosting services include Squarespace or GoDaddy.
- **Moz**: When you're ready to optimize your web page content, you'll need SEO software and data to help you increase traffic, rankings, and visibility in search results. Moz can help you get up and running in all these areas with ease.
- **Mailchimp**: Build emails, social ads, landing pages, and postcards, automating client messaging responses at the right point(s) in the sales funnel. This software also integrates with Intuit products.
- **Drip**: Easily approachable email and SMS marketing for growing e-commerce brands.
- **VistaPrint**: From business cards and presentation materials, to signage and letterhead, you can create customized marketing materials online for your business with fast delivery.
- **Canva**: This is a design tool for non-designers. There are templates and additional functionalities to help you create the graphics and layouts you need for your business.
- **Piktochart**: Design infographics, social media icons, and more for your business.
- **Death to Stock**: A membership that provides you with unusual and modern "stock" photos and videos, including unlimited downloads and new work added every month.
- **LinkedIn**: In addition to making sure your LinkedIn page is updated, be sure to join groups and comment frequently in areas of expertise. Not only will you demonstrate your knowledge, but your name recognition will increase with those in your field.
- **Twitter**: While Twitter may not be something you use personally, it can be a powerful marketing tool for consultants. Follow leaders in your field, like and post tweets, and ask questions.

- **Quora**: Answering questions in an intelligent, considered manner can be one of the best marketing tools to attract start-up business. Choose a few topics on which you consider yourself well-versed, and answer relevant questions often.

Project management and organizational tools

You'll also want to find tools that help you manage projects effectively. The more organized and professional you are, the better your work product and your resulting reputation will be.

- **Basecamp**: A project management tool at its core, this software helps remote teams streamline communication, use consolidated to-do lists, and keep up-to-date on where everyone is with their deliverables. There is also a place for common files to be stored so everyone has access.

- **Asana**: Intuitive project management software that is free for up to 15 users, Asana is an excellent choice for small businesses.

- **Evernote**: An excellent organizational tool for people who need to store and categorize web pages for further reference or review.

- **Dropbox**: Especially convenient for those who travel or use multiple devices, Dropbox uploads files to the cloud and then makes them easily accessible anytime for individuals or teams.

- **Toggl**: Track your time via the web, desktop, or mobile apps for time management or billing purposes in an easy way.
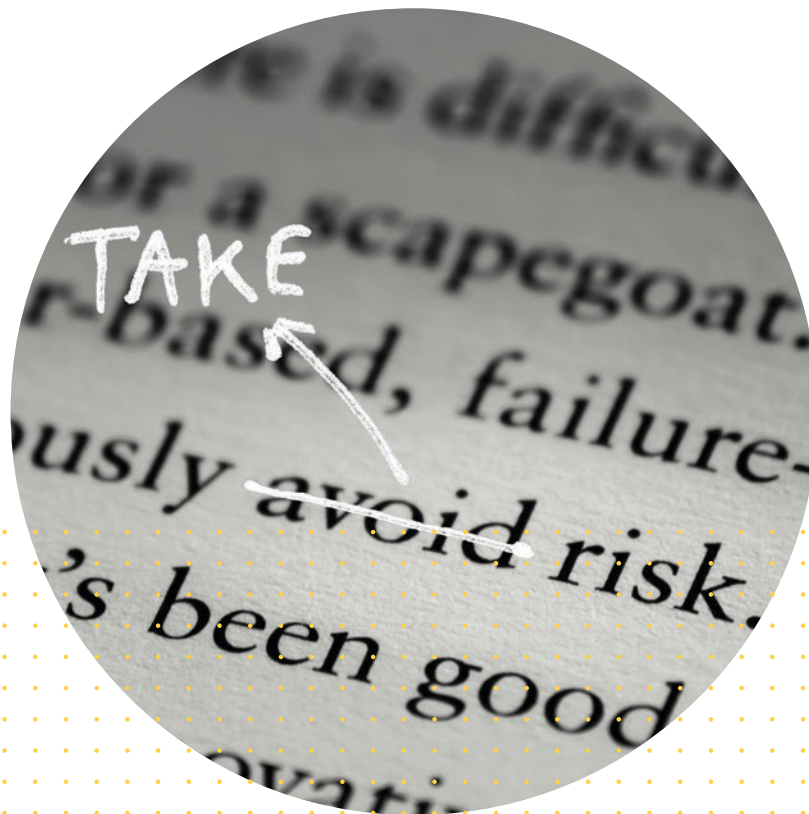
Templates

SERVICES EVALUATION

💡 Use your research to answer these questions for each service you plan to offer.

Industry	📌 Insert an industry here
Service	📌 Insert service here
Unique	💡 What differentiates your service from the same service offered by others?
In-Demand	💡 What makes your service desirable or in-demand at the same or better level than the same service offered by others?
Demonstrably Valuable	💡 How will you demonstrate the value of this service to clients, and how will it be greater than the value of others' services?

"SMARTER, FASTER" DIFFERENTIATION STATEMENT

Industry	📌 Insert one of your focus industries here.
Smarter	In this industry, what makes your services "smarter" than what's available in most companies and with anticipated competition? • Your methodology? • Your unique blend of experience resulting in a unique perspective? • Your ability to bring new practices to this industry?
Faster	In this industry, what makes your services "faster" than what's available in most companies and with anticipated competition? • Can you assimilate info across different functional areas quickly without meetings? • Do you use unique tech, or use tech in a unique way? • Does your experience allow you to complete tasks faster than others with fewer resources?
Statement	Combine this information into a brief statement including an ROI reference.

⌄ CLIENT ASSESSMENT

Industry	📌 Insert your industry here
Service	📌 Insert service here
Client Size	By service, indicate the size(s) of clients that are optimal, given your research.
Client Sector	📌 Insert service here
Client Risk Tolerance	By service, indicate the client's perceived risk tolerance or likelihood to try a new or emerging practice or technology.
Management Level	By service, indicate the management level you expect will have decision making authority/budget access to engage you. Indicate the same for influencers.
Service Location	By service, indicate whether onsite, remote, or hybrid work is possible and/or best.
Rate Dependencies	By service, indicate whether any of the previous factors will impact this service rate, per your previous research.
Conclusion	After reviewing table factors, by service, indicate final conclusions regarding deal-breakers or imperatives.
Conclusion	📖 Insert your conclusions here