

THREE WAYS TO WORK TOGETHER

01 BUSINESS DEVELOPMENT | SALES SYSTEMS

02 SALES / MARKETING / COMMERCIAL ENGINE BUILD

03 FULL COMMERCIAL STRATEGY | FRACTIONAL DIRECTOR

Turning a referral business into a targeted one.

Five years in, a highly respected, founder-led London events business wanted to even out its seasons and choose its next era of clients on long-term fit rather than circumstance. I designed a programme to test what the founders know against the evidence, and to help them keep doing only what they love, for as long as they want to.



CLIENT

FOUNDER-LED EVENTS BUSINESS,
LONDON

SCOPE

COMMERCIAL STRATEGY: DISCOVERY,
MARKET MAPPING AND TARGETING

PERIOD

CREATED MAY 2026,
STARTED AUG 2026

STATUS

IN PROGRESS: DISCOVERY STAGE;
FULL STRATEGY SESSION NEXT

01 · WHAT WAS NEEDED

Built on relationships. Ready to grow by design.

- **Where the best work comes from.** The discovery asks where work originates, and which relationships, event types and venues produce the work worth repeating.
- **The right fit, from a wide field.** Many kinds of client, across a wide geography and at many sizes. The job is to find those that value what the business does best, and the work to do less of.
- **A steadier year.** A highly seasonal trade needs growth that evens out the calendar and builds in redundancy, within what the team can deliver.
- **A five-year plan and a ten-year exit strategy.** Whether the founders want to expand, step back or one day sell, their long-term goals decide which clients to pursue and how fast to grow.
- **Found, not just introduced.** A planned inbound engine for search and AI answers (SEO, GEO, AEO), with a website and brand redesign, so ideal clients find the business first.

It's not just about getting more business — it's about seeking the right business.

GUIDING PRINCIPLE OF THE 5-YEAR PLAN

02 · HOW I APPROACHED IT

Evidence first. Then decisions. Then the build. Then the action.

01 · EVIDENCE

WHAT WE KNOW

Work back from the end goals, and ask each founder separately

A discovery brief sets fourteen questions the strategy must answer, from positioning, client mix and geography to seasonality and what must never change. The questionnaire works back from the end goals while helping the founders define them. Each is asked to answer separately, so differing views surface where an outside eye and a nine-part evidence checklist can test them.

02 · DECISIONS

WHAT IS TRUE

Define fit, then score a first-pass market map against it

A target-account framework scores fit on six weighted criteria across six target categories. A first-pass market map, prepared ahead of the programme with AI research and a public source per row, applies it to 166 entries, with seasonality notes and drive-time bands where they apply, ranked to a top 100. The evidence stage is designed to test it.

03 · BUILD

HOW IT IS SOLD

Give the network a structure, then build outbound and inbound

A relationship-register template gives the founders' relationships and new targets one structure to fill. The planned build is outbound (outreach packs for three audiences, a CRM grown from the register) and inbound: a website and brand redesign, and visibility in search and AI answers through SEO, GEO and AEO.

04 · READY FOR ACTION

WHAT THE BUYER SEES

A full strategy session, a five-year plan and a ten-year exit strategy

The programme brings the founders together for a full strategy session: the findings are weighed, trade-offs settled and focus chosen, leading to a five-year strategic plan and a ten-year exit strategy. From there the work turns outward through the four routes shown overleaf.

THE PROGRAMME IN NUMBERS · OCT 2026

2 → 1

TWO FOUNDERS, ONE VISION

100s

INVOICES & PLANNING
SHEETS ANALYSED

83 questions

CAREFULLY DESIGNED,
IN-DEPTH QUESTIONNAIRE

5 yr

STRATEGIC PLAN

10 yr

EXIT STRATEGY



03 · WHAT WAS CREATED

Reputation brings the opportunity. Strategy chooses which is right.

In events, there are many kinds of client, across a wide geography and at many sizes, in a highly seasonal trade. The questionnaire is built to bring the founders' assumptions and ambitions into the open, then show where the data agrees and where it conflicts.

HOW TO READ THE MAP

Load-bearing. The strategy can't hold without it.

Top rule: the method stage each layer serves.

Dashed: in progress or planned.

WITHOUT IT what the business loses if it's missing.



■ Clients are described anonymously while engagements are live. Named references on request, where clients agree.

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Discuss your commercial question

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