

PIVOTING: Why, When, And How



FIVE KEY PIVOTS TO TRANSFORM SERVICE
BUSINESS WITH MARKET-DIRECTED
BUSINESS MODEL

By Robert A. Adelson, Esq.
Principal, Adelson & Associates, LLC
101 Federal Street, Boston, Massachusetts

Boston Entrepreneurs' Network (ENET)
Online Zoom Webinar
March 2, 2021



The Speaker and Webinar Moderator. Source:
<https://robadelson.wordpress.com/>

Robert Adelson: Business, Tax, Employment Attorney

Education & Experience

- Northwestern Law School, *Law Review*, NYU, LLM in Taxation
- Corporate Attorney, Associate at Wall St. & Park Ave. NYC mega law firms
- Partner at Medium and Small Boston firms before founding his law firm

Clients: Founders, Start-ups & Early Stage companies

- Formation, Funding, Contracts, Employment, Trademarks/IP, M&A
- Boston Entrepreneurs Network, Chair, 2009-2019; Moderator/ speaker 20+ ENET meetings since 2000; IEEE-USA Professional Achievement Award, 2016

Clients: VPs, C-level & Senior Executives and Consultants

- Job Offers, Equity, Executive Compensation, Retention, Severance, Non-competes
- Website: www.executiveemploymentattorney.com
- 30+ published articles in CEOWorld magazine - <http://ceoworld.biz/author/robert-adelson/>

PIVOT #1: REMAKING WHO YOU ARE

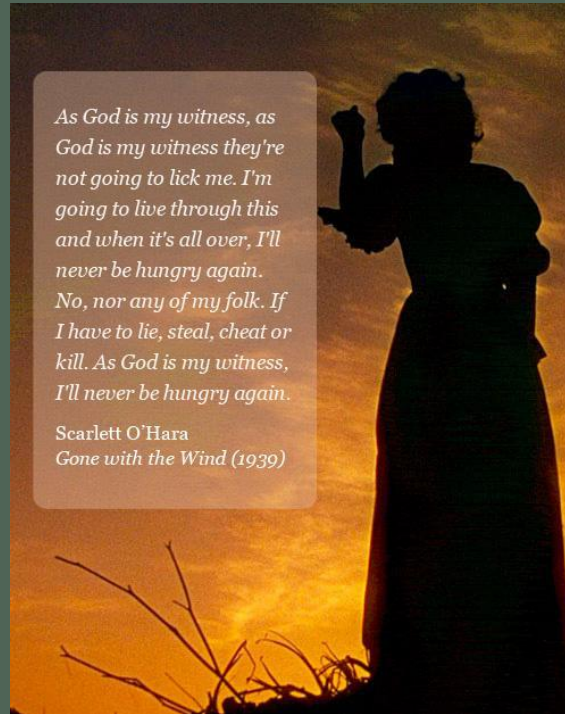


Image from MGM film “Gone with the Wind” , starring Vivien Leigh, 1939 . Source - <https://flixchatter.net/tag/best-movie-quotes-by-women/>

PIVOT #1: REMAKING WHO YOU ARE

Changing yourself from

- A Service Provider alone
- Your entire focus on satisfying the owners and the needs of their clients

To

- Being the “Rainmaker” with your own clientele
- Doing the work of your clients but also assigning work of your clients to others
- Devoting significant time to marketing and sales to build your own “book of business” – working for yourself and growth of your business

PIVOT #2: CHANGE TARGET & BUSINESS MODEL - I



Image from Republic Pictures film “the Quiet Man”, starring John Wayne, 1952 . Source - <https://www.blu-ray.com/movies/The-Quiet-Man-Blu-ray/58675/>

PIVOT #2: CHANGE TARGET & BUSINESS MODEL - I

Changing the Client Targets and Business Model to gain their patronage from -

- Competing for big company clients
- Appeal based on offering lower prices

To

- Competing for small startup company clients
- With a value proposition based on Higher level of service for similar price

PIVOT #3: MARKET WHERE THE CLIENTS ARE – I



Image from HBO series “Silicon Valley”, Season 6, starring Kumail Nanjiani, 2019 . Source - <https://www.hollywoodreporter.com/review/silicon-valley-review-1250092>

PIVOT #3: MARKET WHERE THE CLIENTS ARE – I

Changing the spaces and locations, where you devote your market outreach time, from -

- Focus on other professionals to refer work
- Recognizing they are, in fact, your competition

To

- Focus on trade groups that service your intended startup and small company clients
- Attending events with topics likely to attract CEOs and decision makers of prospective startup clients
- So that you are spending your marketing time and making your marketing pitch directly to clients who benefit from your services & could hire you

PIVOT #4: CHANGE TARGET & BUSINESS MODEL - II

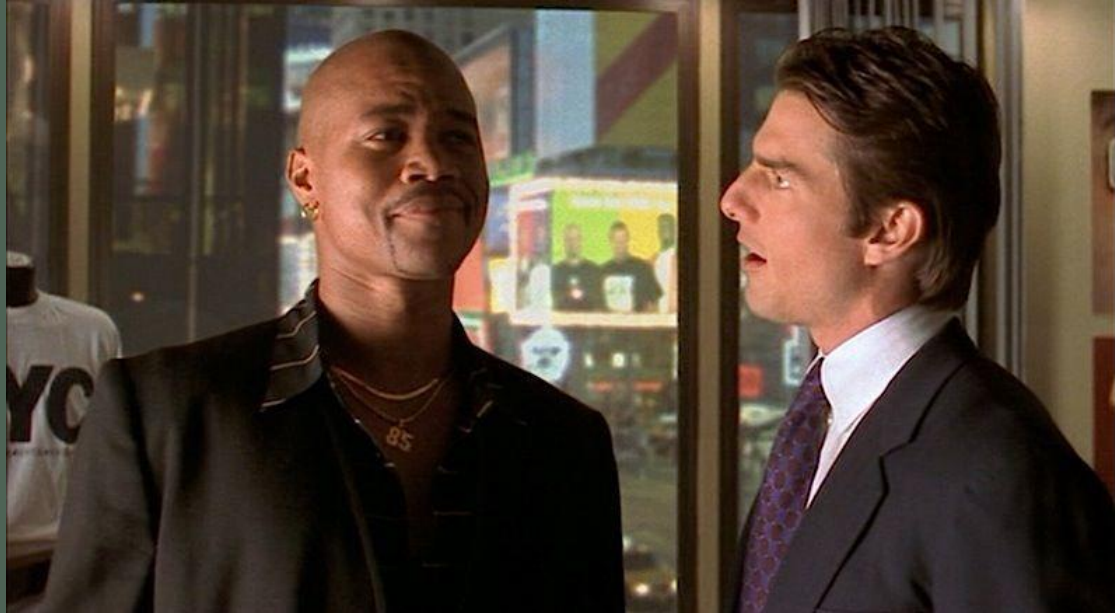


Image from TriStar Pictures film “Jerry Maguire”, starring Cuba Gooding Jr. and Tom Cruise, 1996 . Source - <https://cinapse.co/columbia-classics-4k-uhd-collection-vol-1-review-part-2-of-2-1982-1996-4785e62c4e74>

PIVOT #4: CHANGE TARGET & BUSINESS MODEL - II

It is still possible to market to, and gain patronage from, big companies...

However, in doing so, recognizing the need to ...

Change the Client Targets and Business Model from -

- Marketing solely to the companies for their needs
- Seeking to reach out to company decision makers
- Seeking to perform services for the companies

To

- Marketing to the company executives to provide personal services to the individual executives
- Recognizing that executives are both an under served market & less competition
- Market pitch based on level of service for executive

PIVOT #5: MARKET WHERE THE CLIENTS ARE – II



“Google” – Source <https://www.seroundtable.com/google-outreach-23093.html>

PIVOT #5: MARKET WHERE THE CLIENTS ARE – II

To reach executives, a new outreach approach is needed...

Changing the spaces and locations, where you devote your market outreach time, from -

- Trade groups and Networking sessions
- Venues that don't attract C-level executives
- Venues not focused on executive's personal needs

To

- Online website focused on executive needs
- Online published articles on executive needs
- Enabling executives in need of services to search online & directly seek out & hire those services

Thank You!

Rob Adelson

Adelson & Associates, LLC, Boston, MA

rob@attorneyadelson.com

www.executiveemploymentattorney.com

<http://ceoworld.biz/author/robert-adelson/>