

JAY ABRAHAM'S

# Relational Capital

## Strategic Planning Guide



**For Engineering Breakthroughs and  
Mining Untapped Windfalls of Profit**

# MY COMPANY'S RELATIONAL CAPITAL

## Opportunity Inventory and Assessment

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Here is a comprehensive identification of ALL the internal and external **Relational Capital** activities and opportunities I have identified within and outside my company. I have also described how I best see this newfound realization benefitting my business, either strategically or economically:

Here is a list of new sources I see where my business can develop, generate prospects, and generate specialized buyers that we haven't had access to before:

Here is a list of the problems I now realize I'm trying to solve for, from, with my business and the issues I've been struggling with, plus opportunities I've never previously recognized I can now solve using **Relational Capital**:

Here is a list of all the companies, organizations, influences, media and complimentary-type entities that have direct access and trust of the market I target and want, which can represent new market segments/sources.

Here is a list of all the ways I realize that my marketing, advertising, sales efforts, sales people, product/service, brand or company can be made more favorable, advantageous in the eyes of my market using **Relational Capital**:

Here is a comprehensive list of everything I can identify on the revenue side, operational side, logistics side, proficiency side, positioning/access side, product/service side, distribution side, support/personnel side – that’s restricting/limiting/constraining my growth, sales, success:

Here is a written verbalization of the single, biggest positive business realization I've gained from this program about my business that relational capital can meaningfully impact. Also, I've written down the most important action or implementation lessons I've learned this week, too.

Here are the ten things I most want to do, using relational capital and a one-sentence explanation of why I want to do each one:

Here is a list of all the **actions and activities** my business is doing that I (now realize) cannot produce maximum results, performance WITHOUT some form of Relational Capital factor added to what we do and a one-sentence explanation of why I believe this to be true:

Here is a list of advantages, benefits my competitors have over my business/product/service and what I'd need to have resource-wise or do, action-wise, to be superior – using Relational Capital:

Here is a list of resources, assets and access I'd like to gain control of for my business – using **Relational Capital**, along with a one-sentence explanation of why/what I believe gaining that access/asset will do favorably for my business:

Go through the twelve symptoms of business **underperformance**. List all the areas your company is sub-optimal at being/doing right now:

List all the **business growth options** you've already tried, along with a candid assessment of how those endeavors did, have and are performing for you. Then list how either doing it again or adding relational capital leverage to it would/could make a positive difference:

List as many **other people's**/organizations/resources you would like to gain access to and why/what you think gaining access would mean to your business:

Who has a **weaker business** (but a good reputation) that you might be able to acquire on performance-based earnings:

List all the negatives in continuing to operate your business – without using **Relational Capital** leveraging techniques:

Who has a **sales force** you could joint venture with? List all you know about them:

Who has offices/factory/facilities you could **joint venture** with? List all you know about them:

What media – online/offline – print and electronic – could be a perfect **marketing partner** for you?

What would you promote if you had them as partners? How would you compensate them?

What does/would your business need to do, have differently to have extraordinary marketplace presence?

Who could you recruit as your public Board of Advisors?

Industry:

Retired:

Generic:

Author:

Celebrity:



How would you compensate them?

What is your business worth today? How would you double or triple its value tomorrow?

If you had unlimited relational capital or a blank checkbook what, who, why, and how would you spend it on your business?

How could you use other people's money to finance your company's growth? I.e., sales force, ads, call center, distribution, and other offices.

Look at the 7 forms of OPR. List ways your business can mine at least three opportunities in each category:

What can you reclaim/redeploy/repurpose that other organizations no longer value? I.e. leads, one-time sales, articles/contacts, etc.?

What companies do you know of in your industry that have gone out of business recently (or are close to going out) – do they have assets you can leverage?

Who has a facility/static or mobile market access you could leverage? (Think sales or kiosks)

Who has **communication vehicles** – subscribers, webinar, website, journal, podcasts you could leverage off of?

What obvious **non-competitive industries** could help you – think groceries/Starbucks, Subway, banks?

Who could give you instant and expansive **credibility** (think of the Rockefeller/Bernard Baruch examples):

Who/what **activities** could your product/service tie into? Movie tie-ins/fundraising/charity:

**Who** has leads/prospects you could re-acquire or co-work, package or reinvigorate – think home improvement:

Who could you **co-brand** with?

Who/what brand, skills, product/service, process could you license from others for your business?

What core competence is your company weakest at and who is strongest within/outside/related to your business that's not directly competitive?

Make a list of all the **equity partnerships** your business could structure:

Who has a **sales force** you could use to market your products/service to THEIR audience?

What **new products/service** would be best to add to your current sales offering? Think first purchase or back end...Who/what kind of organization already has that or could create it/them for you?

What **distribution channels** that reach target partners are you NOT in? Who what kinds of organization have developed these channels well?

How many **success stories** of clients/buyers do you have now? How would you start collecting, progressing more success stories to come in?

Where could you achieve **equity** in exchange for intellectual property?

Who could create **new products** with you together, rewards, sales forces, database/lists, facilities, information – shared resources? Mastermind trust. Financing (crowdfunding).

What **assets**, access, resources, and products – do you possess that you can leverage outside your company? Who would benefit best?

What questions, issues, procedures do I need to understand in order to make everything on my list become a financial/success reality? How many of these issues do I need help better understanding/mastering?

What **niches** could I target that my competitors don't readily see go after (see internal assessment)? How would I do it, who already had access to that segment?

**What else** does your business need that you haven't identified/listed?

**Who** has access to that/those assets/resources?

**Whose brand** would most powerfully benefit your company, product/service if you accessed it?

Make a list of all the **adverse situations** any organization could be experiencing that would represent an opportunity for your company? Also, identify what each opportunity would be:

How many ways could you use your **brand** for other organizations?

How else could you use your marketing/selling distribution?



List all the internal assets, access, resources, processes, proficiencies you could leverage out to other organizations. Describe also what access to those resources could mean to those organizations.

What **new products** could be created by you, acquired by your, adapted/adopted by you (See “flip.” See rollover deals, fiber-optics, etc.)

What **new markets** could/would your product/service benefit that you aren’t reaching now?

What **alternative product service solution** does the market have to choose from?

What are the **organizations** offering those alternatives solutions?

Can you leverage either way those organizations buyers, distributors either up/down?

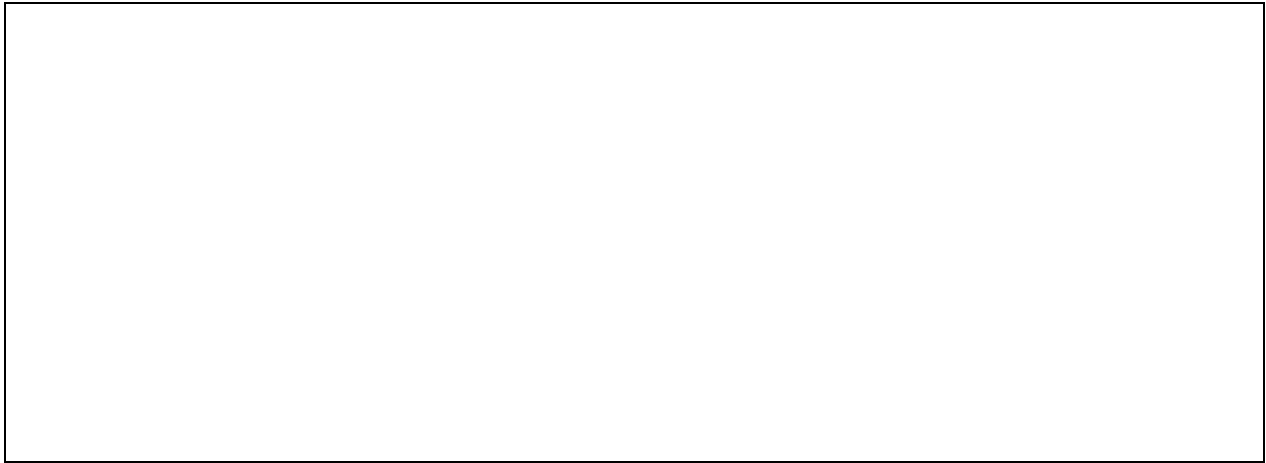
List of types of **Alliances** – Idea Jogger:

**Who** has what you need (list)?

What do **YOU** possess?

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**Expanding your possibilities:**

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**What are YOUR Strategic Objectives for Using Relational Capital?**

Start with the “**big picture.**” What key components are necessary to drive it?

**Where** are they going to come from, why is it necessary, and what are your alternatives and options?

Explain how you will vastly **expand** your markets, products, distribution, sales representation & create a cost effective impact:

1. How will you **gain** valuable or strategic assets, access, resources or talent from the following items:

- ⊙ Implementing Alliances & Acquisitions  
(Inventory & Opportunity Audit)
- ⊙ Products/Services
- ⊙ Distribution Channels
- ⊙ Sales Personnel
- ⊙ Sales Methodology
- ⊙ Technology
- ⊙ Facilities & Equipment
- ⊙ Underutilization
- ⊙ IT & Technical Abilities
- ⊙ Brand

- ⊙ Equity in deal
- ⊙ Equity in client
- ⊙ Equity in brand
- ⊙ Equity in distribution channel
- ⊙ Equity in buyers and prospects
- ⊙ Equity in marketing material
- ⊙ Equity in process and intellectual property

## ENDORSEMENTS

List the ways you can obtain **endorsements** (Example: Seminar company getting attendee endorsements, Association uses local paper for distribution of charity fund and get multiple write-ups and endorsements, Magazine subscriptions / Schools, etc.):

## REINVENTING BUSINESS OPPORTUNITIES

How can you use **Relational Capital** to reinvent business opportunities? Use the following items to explain: **brand / actual products / services / proprietary products / lists / research / sales force / too much capacity / facilities/ processes:**

How can you use **Relational Capital** to reinvent business opportunities using the following items?

- Mastermind/Brain Trust**
- Profiteering**

- Financing**
- Promotions**
- Sales force**
- Ads**
- Markets**

**Product Lines**

How can you obtain **endorsements** to reinvent business opportunities using the following items?

*Distressed Properties*

- Jobs
- Lists
- Space
- Production
- Talent
- Distribution
- Delivery
- Capacity
- Facilities
- Technology
- Procedures

Intellectual Capital

### **ACQUIRING**

Use the items below to explain how you will acquire distribution networks:

- Sales Force
- Retail Stores
- Kiosks
- Signage
- Leases
- Licenses
- Display Window
- Inserts
- Polywrap
- Bind in
- Blow in



**Assets**

- Lease
- Purchase
- Option

**Acquire Leads**

- Unconverted Prospects

**Inactive Clients**

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**LICENSE OR ACQUIRED LICENSEE**

How can you acquire or render expertise using the following items?

- 1) Marketing
- 2) Sales
- 3) Management
- 4) Cash Flow
- 5) Organization
- 6) Performance Enhancement
- 7) Information Technology
- 8) Advisory Board

***Two Way***

- 1) Brand Name
- 2) Technology /Methodology
- 3) Promotion / Marketing Expert Systems
- 4) Products / Services - Private Label
- 5) Processes
- 6) Image / Design / Facsimile
- 7) Territory / Market / Industry

**CORE COMPETENCY CONSULTING**

How will you use the following 4 items to attract or render world class expertise on a performance compensation basis?

1. Core
2. Critical
3. Dual
4. Many different ways to structure

**NEW PRODUCTS MARKETS**

**One of the BEST ways to rapid growth is to open / develop / create new products or markets.**

How will you take over, re-purpose, package together other company's product and / or services? Acquire Sales Distribution? Re-purpose your produces to new markets? Identify players in new markets you can joint venture / partner with:

**eBUSINESS**

Who has the internet/e-mail expertise, affiliate software, infrastructure, e-mail lists, IT staff, equipment, data software, etc., you need or want access to?

**WHAT ARE YOUR STRATEGIC OBJECTIVES?**

How will you acquire or access the good will, trust, credibility of older, larger more respected entity, organization, publication, selling force or individual?

How will you gain more upside leverage?

How will you more optimally deploy someone else's assets?

List the ways you can find opportunity in someone else's **adversity**:

List the ways you could **leverage** off something valuable someone else invested, tens, hundreds of thousands, millions or even tens of millions to create, acquire or develop:

**HOW POWERFUL IS ONES BRAND?**

How will you prove that the more powerful your **brand**, the more profitable the strategic alliance:

What else can you do with your **brand**?

Who else's **brand** can you deploy or ethically exploit?

How many different ways can you do it? This goes both ways.

**IMPLEMENTING ALLIANCES AND ACQUISITIONS (INVENTORY AND OPPORTUNITY AUDIT)**

**What do you possess?** Example: Products / services, Distribution channels, Sales personnel, Sales methodology, Technology (software/hardware systems), Other productive processes/methodology, Facilities & equipment, Underutilization, Intellectual property / Technical abilities:

What **brand** do you possess? Good will, trust with specific groups, markets, media, core competencies, affinity?

**EXPANDING YOUR GROWTH POSSIBILITIES**

Who are the people / businesses I want to reach?

What other products, services and options do people typically purchase prior to buying or using your type product / service? Who provides those product / services?

What products / services, etc., do people typically need and / or acquire along with or in order to optimally use your product or service? Who provides those product / services?

What events, activities or changes typically occur to cause someone to want or need your various products / services?

What other products / services does the key decision maker I am targeting also buy? Who provides those product / services?

What assets do I need that I do not have?

What periodicals /advisory materials are used by the market I want to reach? Who provides those product / services?



What problem or opportunity do your products / services solve for your prospect / client?

What other type of business, organization, profession etc., has more to gain than even you do by seeing you either acquire a client, or sell a specific product, service or combination? And why?

What other market or industry could use / benefit from my product, selling system or methodologies?

What is the MNW of my client / prospect worth to someone else?

What are your highest margin products or services?

What are your highest repeat purchase products or services?

What logical products can be created by you, acquired by you, can be adapted / adopted?

What markets could your products or services also apply or translate to?

What related fields could you penetrate?

What parallel universes are most similar to yours?

What other business markets, products or services have you been thinking about?

How will you look for additional alliances, markets? How will you take on their products or services, provide services, functions, share personnel facilities, sell equity or buy equity, and develop a referral/alliance feeder program?

**FINDING THE CORRECT PARTNER**

Who else (generic type entities & individuals) has direct access to the markets, influences, individuals, companies, media, distribution channels, prospects, research & data, technology or methodology you want or need?

What are the strengths and weaknesses of target organizations, prime assets, attitude, key important point of impact / interest (i.e., money), purpose, reclamation?

The best partner will have what you don't have – strong where you are weak, etc. Match your company's capabilities with people who share your objectives. Look for companies to partner with who are one step ahead of their competitors. Large companies can make good partners. How will you implement these steps?

Who has a sales force I can tap into?

Who sells to the same demographic profile I want to reach?

Who has the trust, respect, and good will with my prospective market?

Who has authored a book that's respected in my field?

Who is not a direct competitor?

Why, when and how should an alliance with suppliers be considered?

### **COMPETITOR PARTNERSHIPS**

Fully 50% of **alliances** today are between competitors. Examples: Coke and Pringles (distribution in specific markets), Ford and Nissan (minivan design and manufacturing), Phillips and Sony (optical discs), HP and Cannon (laser printer markets).

What could **competitors** offer to your market that you can't?

Who are the industry gurus my market follows?

Who are weaker but quality competitors?

**List your possible risks / partial fears:**

Explicit:

Implicit:

How you actually verbally, transactionally relieve / mitigate them?

**OPTIMIZATION**

How many other ways can you help other people **optimize** their sales, reclamation, utilization, service, value, etc.?

**21 Mind Expanders.** How many might apply to you and your business?

What's my best option/opportunity/approach for achieving advantages of scale, scope, speed using Relational Capital?



What three **Relational Capital** approaches could I take to increase my product/service company's market penetration?

What's the one biggest action I could take (using **Relational Capital**) to enhance our competitiveness either locally, regionally, nationally or in international markets?

What's the easiest/best way to use **Relational Capital** to enhance my future product development?

What are three appealing ways to develop **new** business opportunities/new products/services?

What's the safest/best way my company could use **Relational Capital** to diversify (can be market-based, product-based, niche-based, etc.)?

Can we create an entirely new business or businesses using **Relational Capital**? If so, what might it/they be?

What are the five most immediate ways I can use **Relational Capital** to reduce our fixed expenses costs?

What's the easiest, single **Relational Capital** activity we could establish first? Why?

What are the best strategic **Relational Capital** ways to augment our selling efforts (JV, sales forces, and media)?

How would the activities on this list increase sales and multiply profitability for our company?

What markets/scope could we best lower the barricade of entry to? How? Why is that market desirable (to us)?

How much of an expansion would these approaches give to our client/buyer base? What advantages of scale, critical mass, would/could result? Why?

What are the three most stunning ways we can boost our market presence using Relational Capital?

What would the biggest added value/perceived benefit we could make to the client perception using **Relational Capital**? Why?

What's my **newfound vision** for the business now – if I commit to maximizing **Relational Capital** leverage?

Size

Number of client base

Scope

Prestige

Selling/marketing approaches

Markets

New product/service

Acquisitions

Empire

Make a list of ALL the possible new markets that **Relational Capital** now allows you to access:

How much further reach (geography/media/selling approach) can I list, that are available to me with **Relational Capital**?

What's the single farthest, highest, widest aspiration I can envision for the business now, that I didn't feel possible before the program?

Whose markets can I/do I want to now control? How can/will I do it?

What's the one, greatest single competitive advantage my company will gain from doing this above all others?

How will this best help us overpower the competition...locally, regionally, in current/niche markets, in media, in current/new distribution channels?

Who could be a great conduit to share joint marketing/selling expenses? Why?

Who could bring design collaborators to us – graphical product/systems/logistics/CRM, etc.?

What could we create/accomplish in the next three months, six months, nine months, and year?

How many staff/talent/human capital could we eliminate/not require – what’s the combined value in salaries/facilities, etc. saved?

List as many ways you will reduce or eliminate risk and enumerate the specific applications they will apply to:

What would all the **Relational Capital** approaches you want to pursue cost you – if you had to fund everything yourself, out-of-pocket, from the start:

Goodwill

Facilities

Personnel

Sales Force

Recruiting/hiring/training

Manufacturing

Customer service

Transportation

Other

What **technology** can we acquire or license out and how would each element benefit the business most?

What **Research & Development** could we get other partners to provide that we need or want? Product/testing/sources, etc.?

What **skill sets** are we strongest in possessing and who else would gain from learning our knowledge/expertise in those areas?



How many ways, places in our business can we innovate using **Relational Capital**? What might they be?

Where/what/how can we achieve great purchase advantage using **Relational Capital**?

What **distribution channels** do we want access to that we are not reaching or do not have access to now? Why?

List of hidden assets/resources we possess that could be **monetized externally**:

What non-core competencies could we most **profitably outsource**? Why?

What **overhead** could we share costs on with other companies? Who/what kind/specific companies would be best combinations?

Who could we get to **endorse** our company? What would it require (effort/cost/etc.)?

**My target:** 40% of the source of my business, revenue, cost savings (minimum) I would produce from **Relational Capital**. Where will the largest, quickest expansions come from?

Since **human capital** is only as great as the relationship, each and every one of your contacts/connections establish...

Sources of **capital** I need to fully harness/maximize/identify:

## **HUMAN CAPITAL**

**Team members** (how do I leverage their performance value higher?) List:

**Culture:** How do I install/instill greatness/preeminence into our company?

How do I fuel/monetize/propel greater connectivity within my **stakeholders**?

How do I use **Relational Capital** to attract/access greater talent?

## **PRODUCT CAPITAL**

What can we do with **Relational Capital** to make your company/product/service unique/differentiated?

How can you use **Relational Capital** to improve your leadership?

How can we turn vendors into **partners**? What structure can we devise to grow their businesses through our growth?

### **Relationships, Not Just People, Drive New Sales and Greater Profitability**

What **relationships** do we have – that we *don't* recognize?

Generic categories of buyers

Vendors

Intelligence

Media

Industry

Influencers

Six Degrees of Separation

## **Bringing it ALL Together**

Which answers, realizations, identifications from all the previous questions are **most relevant**, financially impactful and easily doable for my business (make comprehensive list)?

Which one will I do **first**? Why?

How will I **execute/implement** that approach?

What do I need **help** on to do that I am missing (i.e. lack of strategy/understanding/process/communication sequence, etc.)?

**Repeat for 2<sup>nd</sup>, 3<sup>rd</sup>, etc. – for AT LEAST ten (10) activities:**

**My Reverse-Engineered Timeline**

**Relational Capital** Goals/Outcome:

**Approaches** I'll take:

**Target date I will begin:**

**Target date I want activity achieved:**

**Steps** that must be done in order and timeline to achieve acceptance:

If I know my **target relationship** prospects, list **who** they are, and **why** they represent the **targets** I'll pursue:



If the target is generic, provide as much depth of understanding of the profile of the **relationship target**:

If I know who I'm targeting, **who else can help me** access/influence them?

How would I gain THAT person or entity's **collaboration**?

If I don't know who I'm targeting, **what steps/actions/research** do I need to do?

What questions do I need **Jay** to answer for me to implement this plan?

What problems am I **struggling to overcome** so I can do these activities?

What resource do I need to get started?

How will that shift produce **greater sales, profits, etc.**?

What scenarios do I want Jay to comment on – or work through with me now?

What are the **biggest realizations** I gained from hearing other people around my table share their varied insights, ideas and interpretations?

Am I committed enough to **actually do these activities**? If yes, **what will I do** every day/week to reinforce, fortify and expand that commitment?

If no – why am I less comfortable? (Look at **“greatness”**)

What do I need from **Jay** to get going and growing my **Relational Capital**?

## **ECONOMIC IMPLICATIONS**

**List** all the doable/practical **Relational Capital** opportunities/activities you've identified earlier:

**Estimate the minimum** impact, either profit or source of each, annually:

**Total impact:**

**Combined savings profits:**

**Cut in half:**

**Cut in half again:**

**Asset Value** my business would sell for today:

**Additional wealth** these additional revenue sources return and cost reducing elements would add:

**Multiply** that figure represents over the cost of attending this program:

**My minimum ROI** – if I systematically, progressively implement, execute all I’ve uncovered/discovered here:

**FINAL NOTES:**