

Effective Business Development

AIA SA413

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1.50 LUs

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Judith Nitsch, PE, LEED AP BD+C, CPSM

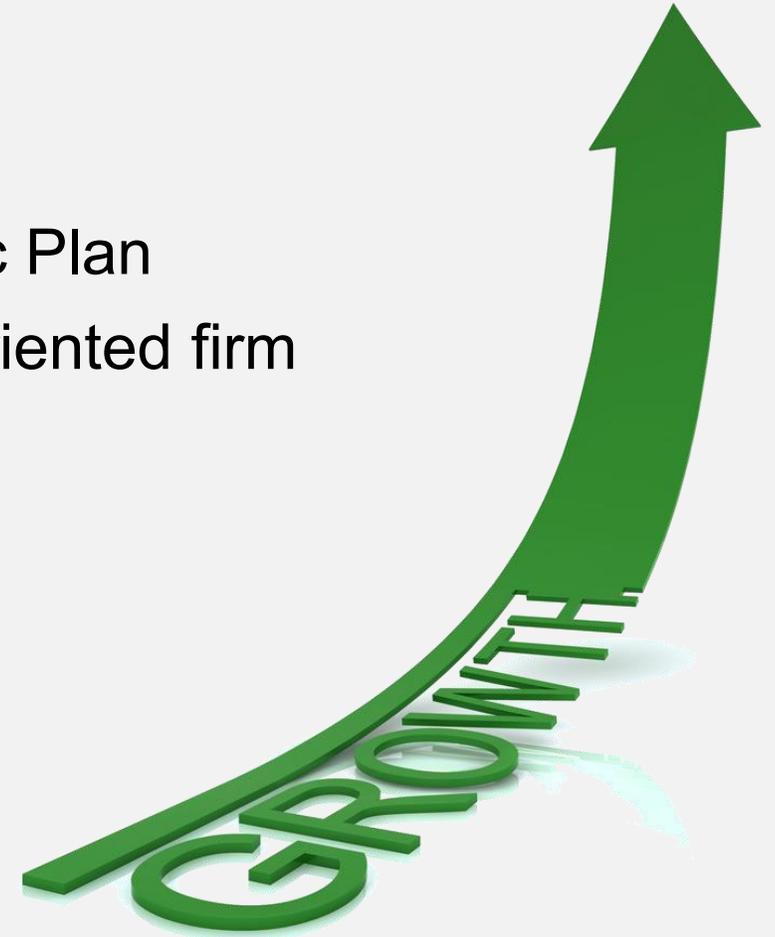
- Founding Principal, Nitsch Engineering, Boston, MA
- B.S. Civil Engineering, Worcester Polytechnic Institute
 - Honorary Doctor of Engineering 2015
- Registered Professional Engineer in 23 states during my career
- Boston Architectural College
 - Vice Chair of the Board of Trustees
- WPI Board of Trustees for 29 years
 - Chair - Facilities Committee for 16 years
- Greater Boston Chamber of Commerce
 - Co-Chair - Real Estate Development Committee for 13 years
- Commercial Real Estate Women (CREW) Network
 - 2014 National President

Course / Learning Objectives

- Gain insight as to what a business development culture is and why it's important
- Determine the attitudes and expectations needed to create a business development culture, while engaging introverts and extroverts
- Evaluate steps and specific activities you can implement to gain knowledge of some of the elements of an effective business development plan
- To develop tactics to focus your team's business development efforts

Outline

- Define Marketing vs. BD
- Review 10 BD Strategies based on your Strategic Plan
- Understand attitudes and expectations in a BD-oriented firm
- Share specific activities you can do
- Show how good habits make great rainmakers
- Understand how to respond to naysayers
- Engage both introverts and extroverts
- Questions/Comments/Discussion



First Things First: Marketing vs. BD

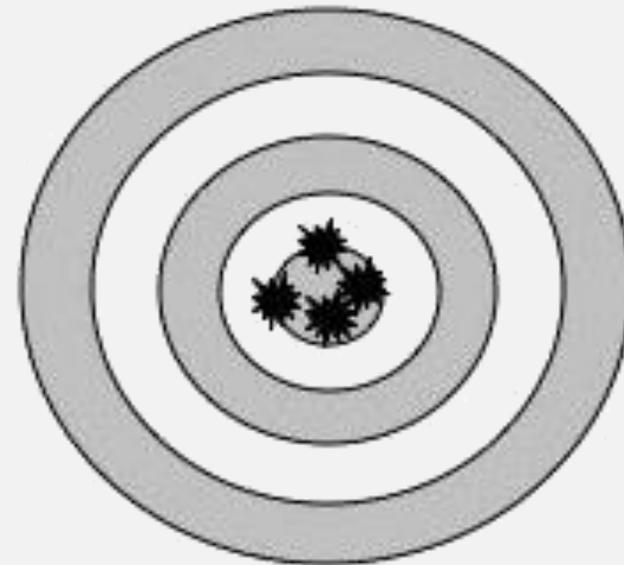
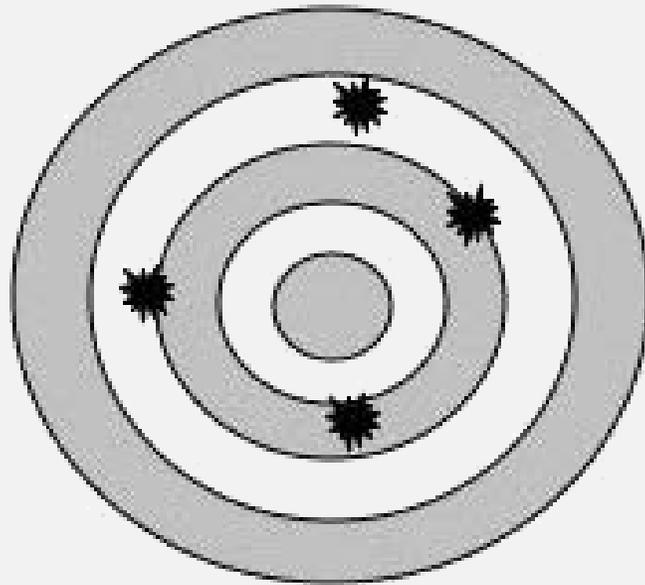
Define Marketing vs. Business Development

- **Marketing:** The process of **creating awareness** for the firm and **providing support** for business development.
- **Business Development:** The process of identifying **opportunities**, developing **relationships**, and securing **profitable** work for the firm.

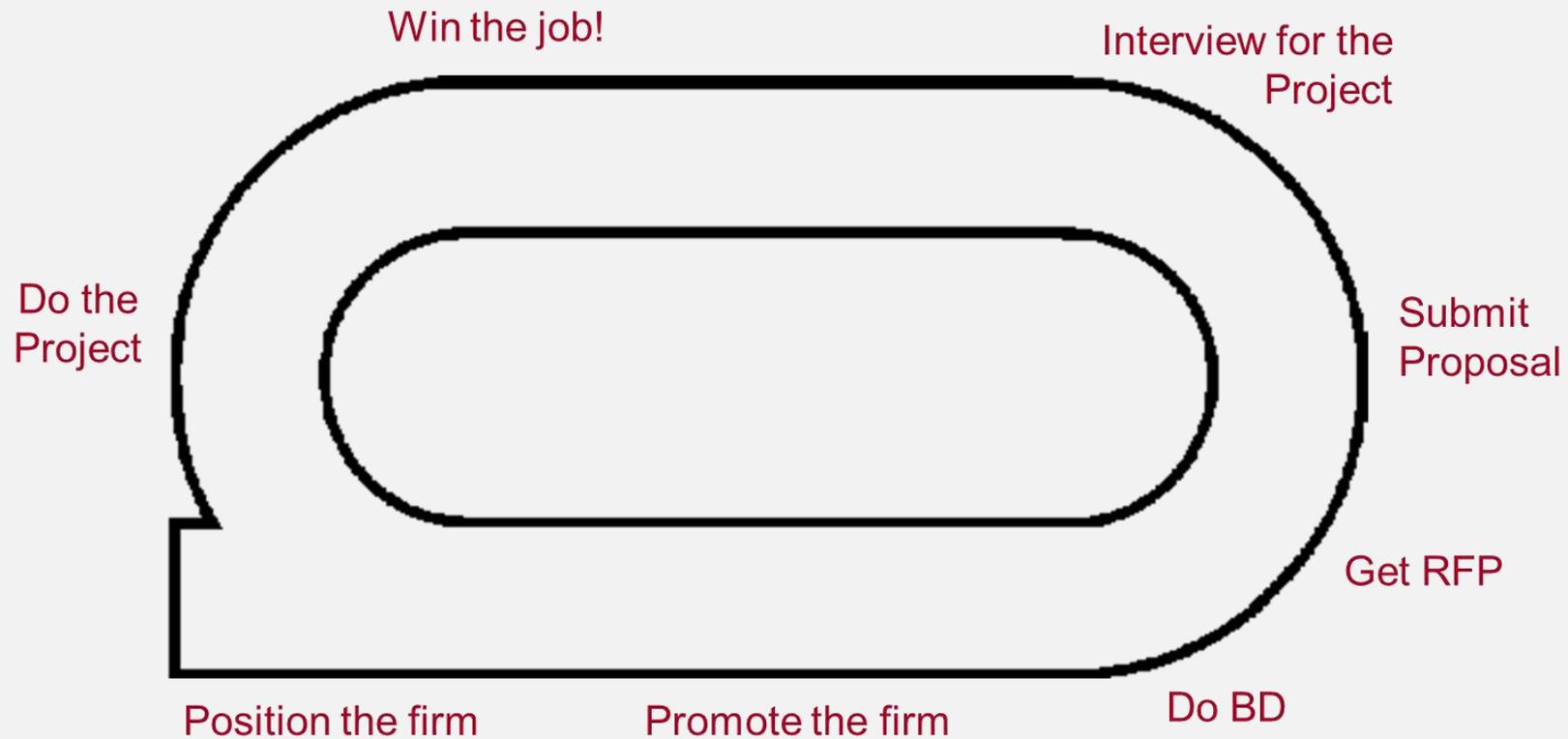
First Things First: Marketing vs. BD

Define Marketing vs. Business Development

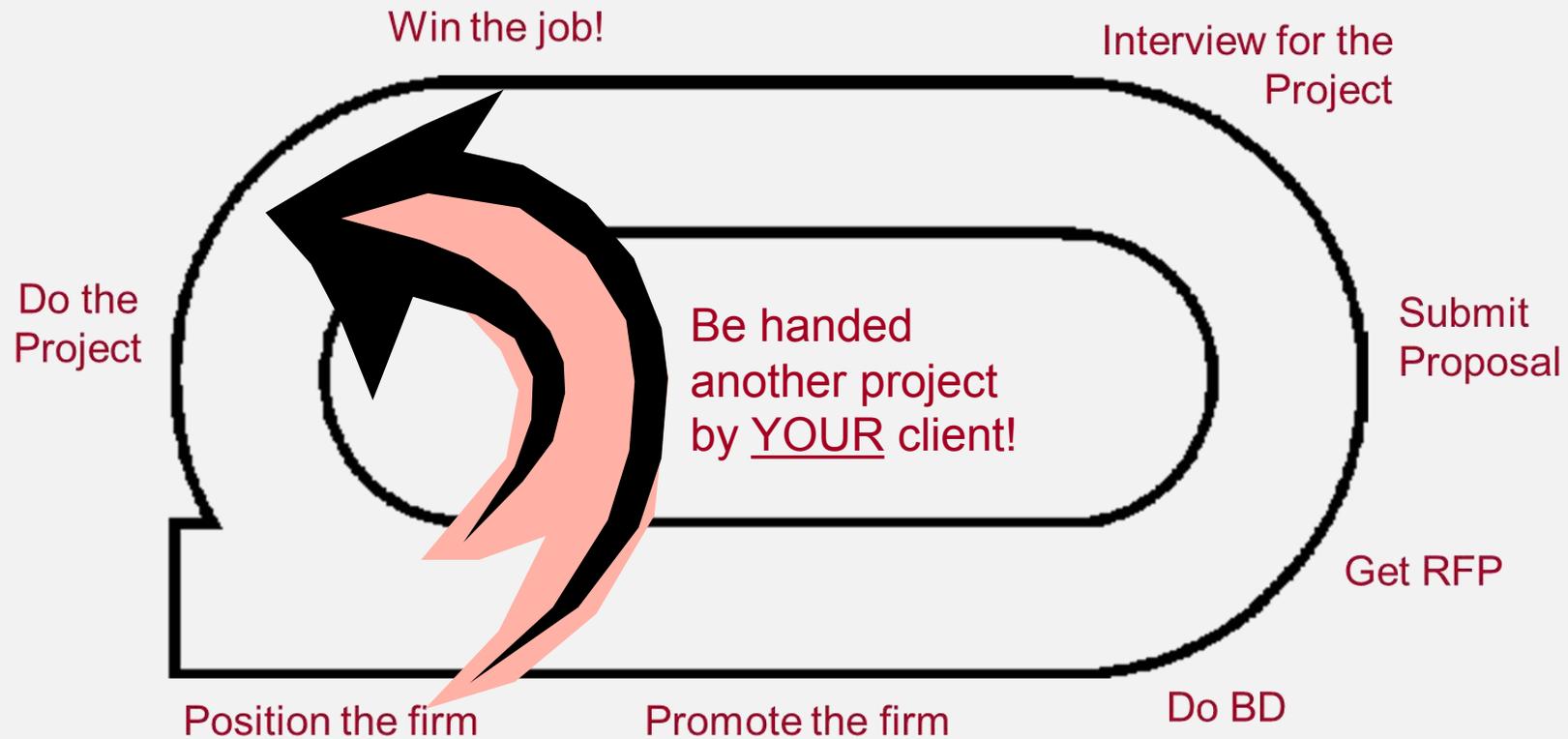
Shotgun vs. Rifle approach:



The Marketing Track



The Marketing Track



10 Business Development Strategies

Every firm's BD strategies should be based on knowing what kind of work your firm *wants* to do ... and *can* do.

“Begin with the end in mind.” *Stephen Covey*

1. Start with developing a Strategic Plan



*“If you don’t know where you’re going,
any road will take you there.”* Will Rogers

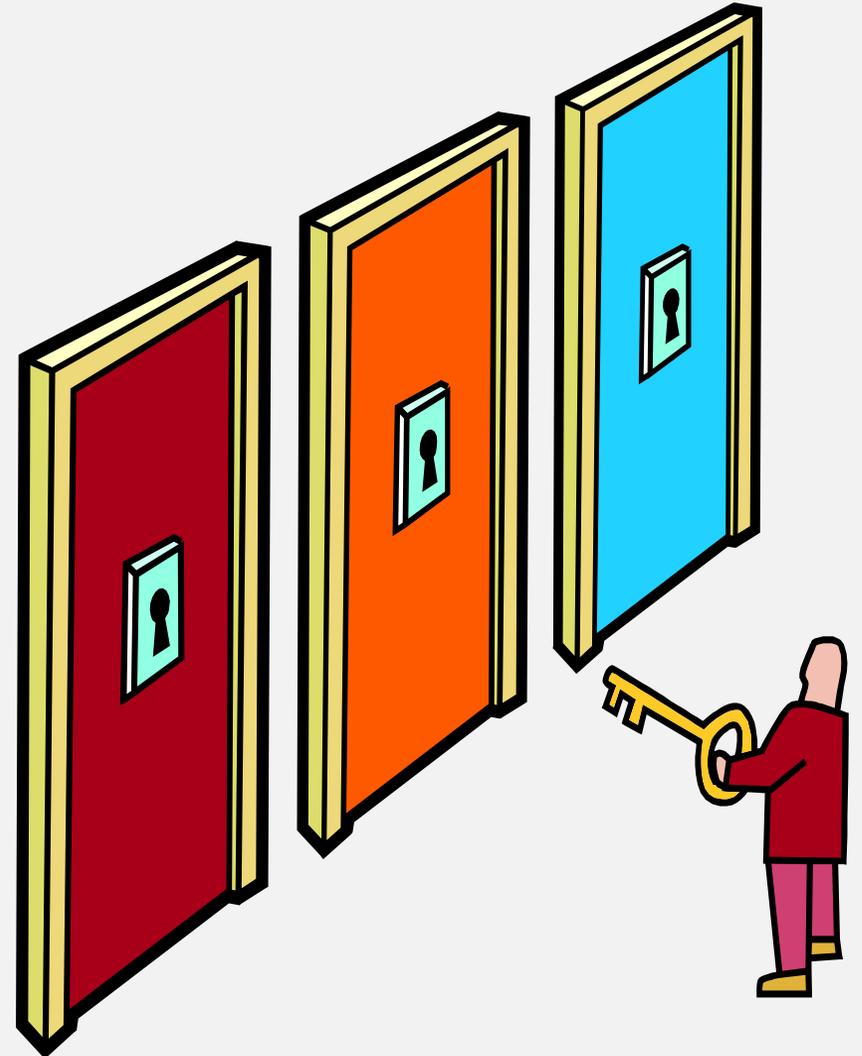
2. Listen to the economists ... and the futurists

- Attend those “economic outlook” sessions with ULI, FMI, SMPS, McGraw Hill, Colliers, etc.
 - Think about next month, next year, 2020, and beyond
- Know what’s expected in your geographic markets
- Speak with your clients



3. Figure out who refers and/or hires your firm

- Find out who the decision makers are
 - To get on the list of potential consultants
 - To get selected
- Get in the door to see them
- Understand their selection process
- Know who is or has been working there
- Understand the “rules of the game”



4. Work as a team ... and have a process!

- Involve everyone: BD is ALL about teamwork
 - Technical staff: focus on repeat work with your clients
 - Principals: call on your contacts ... and “client wanna-bees”
 - Marketing/Administrative staff: contact peers
 - ALL: identify connections
- Be sure everyone in your firm knows the clients you’re targeting
- Know who’s responsible for securing new clients vs. repeat work
- Be able to talk about your firm’s other services

A rising tide floats all boats.

4. More on work as a team...and have a process!

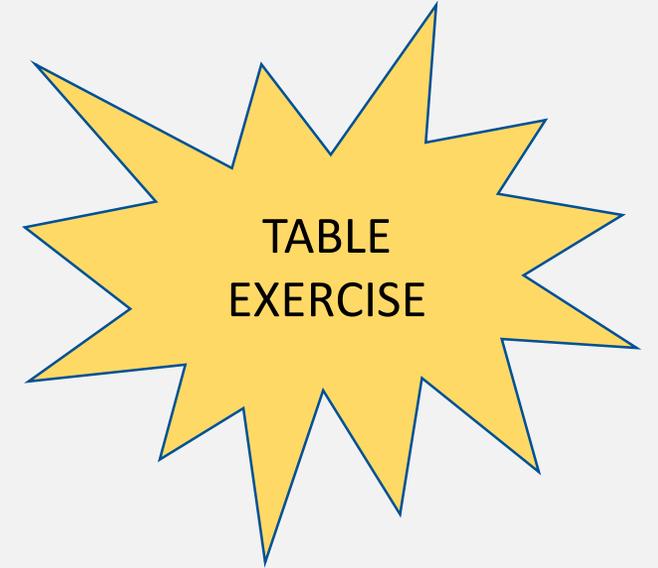
- Acknowledge that “Somebody has to do it!”
 - Professional Societies
 - Golf
 - Theatre
- Document all information
- Ask for leads from your friends
- Give leads so others will want to reciprocate
- Give information to OPMs, CMs, and other “influencers”



“Talent wins games, but teamwork and intelligence win championships.” Michael Jordan

5. Be where your potential clients are

- Find out organizations they belong to
 - Become a member, show up, and be fun to work with
- Divide and conquer
- Speak their lingo
- Use your circumstances (soccer, church, etc.)



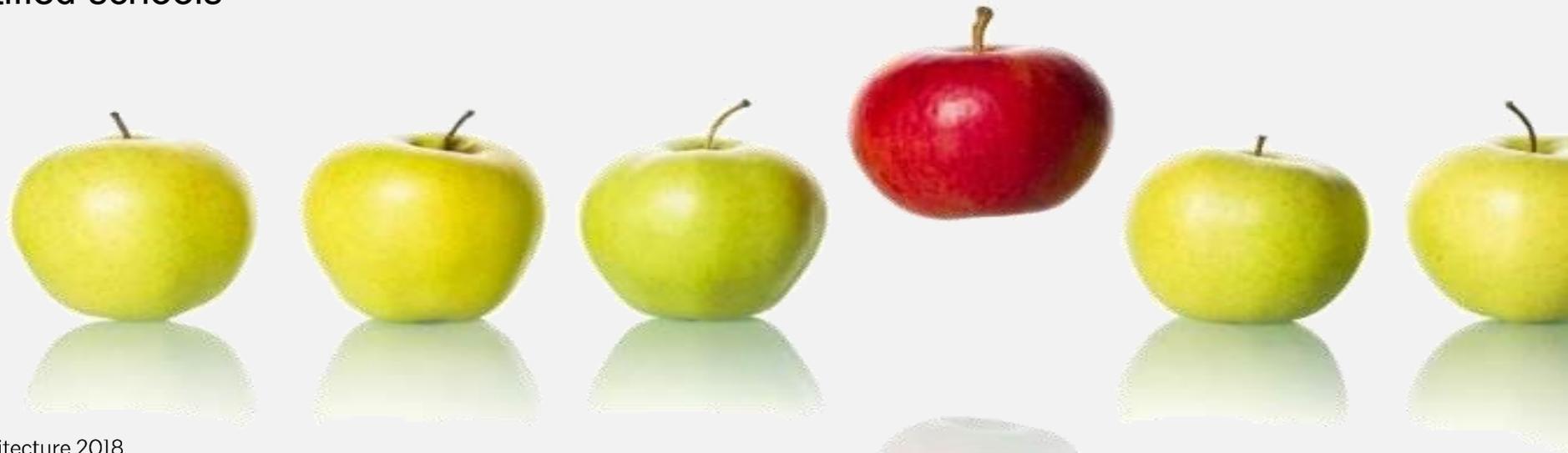
Don't forget to get to know your current clients better!

A'18 AIA Conference on Architecture 2018
June 21-23, New York City



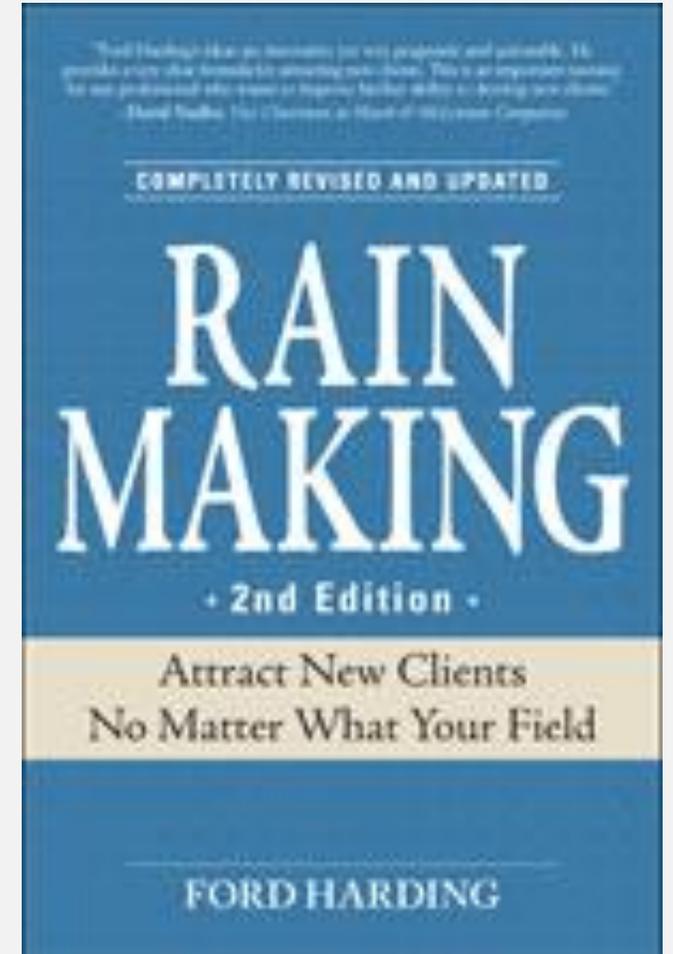
6. Have a good story to tell

- Use stories to make a point
- Determine what makes your firm unique in each situation and capitalize on that:
 - # of LEED APs and LEED Green Associates
 - # of LEED-certified schools



7. Get smart about BD

- Start an office book club; read Ford Harding's *Rainmaking*
- Listen to SMPS webinars on BD
- Distribute articles related to BD
- Know how to qualify a lead
- Know how to convert a suspect into a prospect, a prospect into a lead, and a lead into a project
- Know how to convert a referral into a client
- Know how to respond when you're busy
- Provide networking seminars and lunch-and-learns
- Train for cross-selling
 - Hold in-house brown bags on "what we do"
 - Require dry runs for all outside talks



Do In-House BD Training

- My annual “BD for Project Staff” brown bag
 - Marketing vs. BD conversation
 - “The 10 things you can do today”
 - No cold calls, please

10 Things You Can Do Today!

1. Be über responsive to the clients you already have!
2. Talk with your clients and colleagues about their upcoming projects
3. Talk with a vendor: give some info, get some leads
4. Contact a former client
5. Contact a project colleague – past and present
6. Connect two industry colleagues who don't know each other but should
7. Pay attention to your local news
8. Use your extracurricular activities to enhance your business network
9. Create a profile on “Linked In”
10. Send a job opening to an unemployed colleague/client
11. Got another?

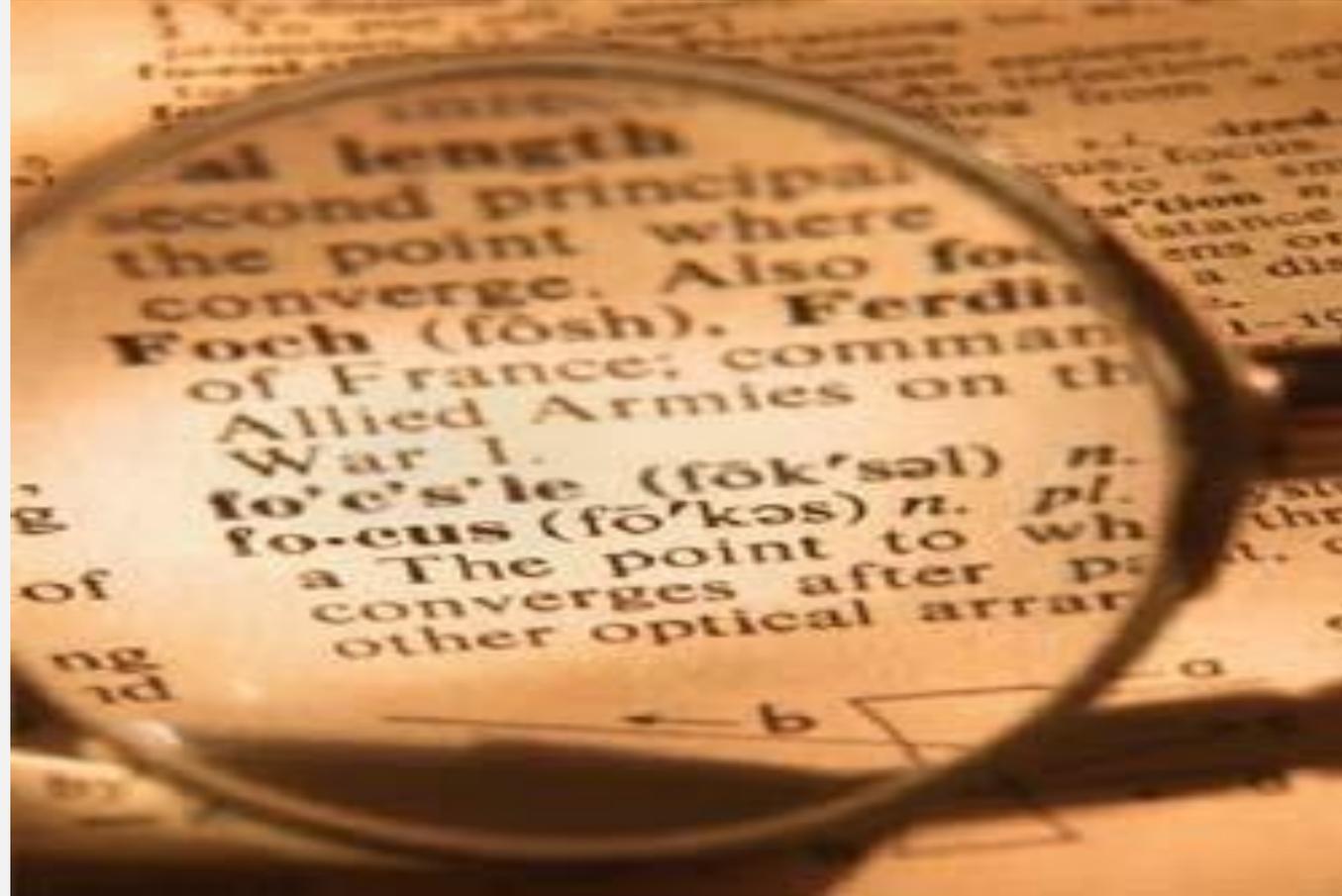
8. Service your existing clients

- Train staff to do a better job servicing your clients
- Know your “Top 10” clients in each market
- Be “über” responsive to all
- Use the Zipper Effect



9. Focus

- Focus on business development for *repeat work* and business development for *new clients*
- Establish a role for yourself
- Decide “Is this effective” ...or just easy?



10. Have integrity / be ethical

- No project or client is worth doing something you will regret
- Period.

Do the right thing right.

Attitudes and Expectations in a BD-Oriented Firm

- Have a marketing/BD plan
 - Be sure all staff knows and can articulate
- Do in-house training on BD
- Participate in client-related professional organizations
 - Assign champions
 - State your expectations
 - Pay all expenses
 - Divide and conquer
 - Bring others along with you



Specific Activities To Do for a BD Culture

- Articulate the firm's expectations of project staff. Include it in your:
 - Job descriptions
 - Example: every PM and above must be a champion for a client organization
 - Marketing Plan
- List activities expected for each position
 - Encourage each to build a network early in their career

Transportation Department		
Project Manager	Maintain responsibility of marketing the company through developing leads, developing and maintaining contacts within the field, converting current projects into follow-on projects, bringing in new work, participating in proposal presentations, negotiating contracts, writing articles and/or making presentations, and tracking and interpreting legislative and regulatory requirements. Identify clients and referral sources with whom a more senior person should meet. Work to develop skills and refine own personal style to lead to confidence and success in bringing in work. Play a major role in retention of existing clients. Take initiative in developing relationships with prospective clients. Attend Marketing meetings at least once per month.	Develop client and professional networks through professional associations, committees, and business associations, and promote the professional standing of the firm through those networks (e.g., take a leadership role and/or champion* a client organization such as ACEC/MA, WTS, ITE, etc.). Develop and give client and/or professional society presentations (e.g., Lunch and Learns, etc.).

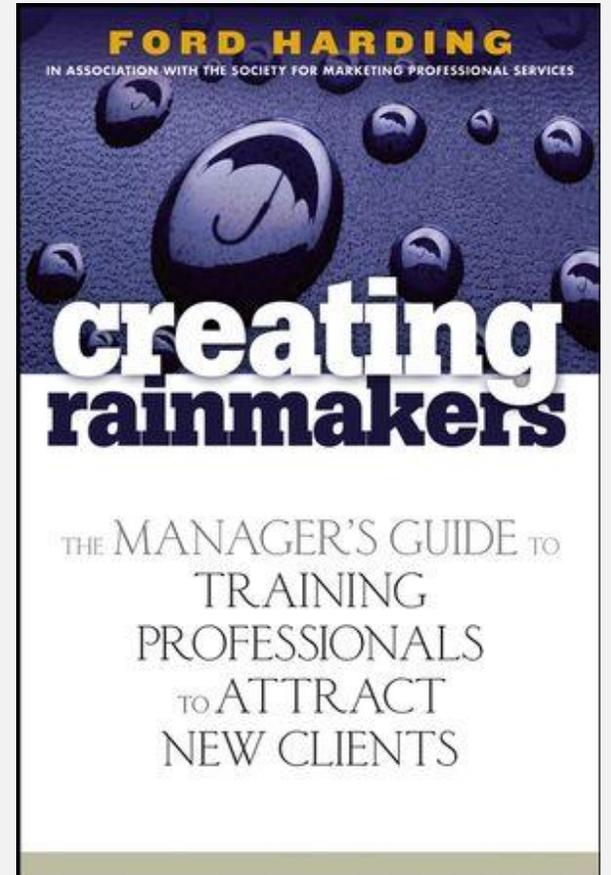
Specific Activities To Do for a BD Culture

- Encourage participation in weekly marketing meetings, quarterly strategic planning meetings, etc.
- Evaluate progress: “That which gets measured gets done”
 - Include in each individual’s annual performance review
- Reward activities – our year-end awards include chits for:
 - # and \$ volume of projects
 - Productivity
 - ELM
 - Participation in leadership positions in professional and community organizations
 - Number of client presentations given
 - (And we don’t give commissions for new/repeat work)

Good Habits Make Great Rainmakers

What traits do great rainmakers have in common?
They...

- are optimistic
- have driven personalities
- use some kind of system
- are good listeners
- are good synthesizers
- keep track for the long term
- remember little things that can create business conversations anywhere, anytime!



Good Habits Make Great Rainmakers: Network!

- Think about all of the various aspects of *your* network and connect with them:
- Project Colleagues (engineers, OPMs, attorneys, etc.)
- Volunteer and Civic Organizations Colleagues
- Governmental Officials
- Vendors
- Former Clients
- Fellow Alumni
- Parents in Children's Activities Groups
- People in your Social Media Circles
- Fellow Worshipers at Religious Organizations



Good Habits Make Great Rainmakers: Network!

- Share your expectation on how the people in your network can be helpful:
 - Client information
 - Project leads
 - Competitor information
 - Job opportunities
 - Job candidates
 - Client referrals
 - Client introductions

Respect when maintaining confidentiality is critical!

Good Habits: Stay in Touch!

BD is about *them*; it is *not* about you ... therefore:

- Send an article of interest
- Send info on their competitors
- Refer job candidates
- Invite them to industry events
- Make introduction to colleagues
- Ask for specific referrals
- Send birthday, holiday, thank you notes
- Invite them to speak at industry events
- Invite them to golf, theater, ballgame, etc.
- Ask them to speak at a professional society program or panel

Good Habits Make Great Rainmakers: Plan Ahead!

So you're getting ready to meet with YOUR client...for REPEAT WORK!

- Know what kinds of things you need to know:
 - Do they have a Capital Plan?
 - Might they need other services that your firm provides?
- Research the others who will be at the meeting
- Think about how you might casually bring up your questions
 - If it's just the two of you, think about the "chitchat" before you get into the topic of the project meeting
 - If others will be at the meeting, arrive early or stay later to talk

Discussion: Share what else you have done for getting repeat work.

Good Habits Make Great Rainmakers: Make the Time!

Project work can be all-consuming. You will always have deadlines. Figure out how to make the time for BD on a *daily* basis.

- “I only have 5 minutes.”
 - Call a current client to “check in”
 - Email an article to a team member
- “I have an hour!”
 - Invite a former client to lunch
- “I have no evening commitments next week/month!”
 - Find a client-based industry event to attend



“I’ll get to it tomorrow...next week...never...”

How to respond to naysayers ...

Owners/Managers may ask ...

What if you *don't* train them and they stay?

What if you train them on BD and they leave?



Owners/Managers/CFOs/Dept. Heads may say ...

What happens when we have a lull – will you want to lay them off?

I need them to have 80% productivity!

And you can't be everywhere. Have staff help develop that backlog we need.



Staff will say ...



Do this for your own personal professional development. At some point in your career, you'll need to do BD as part of your job. It's a lot easier to start when you're young and have someone to train you. *And* you will be more employable.

What's in it for me?

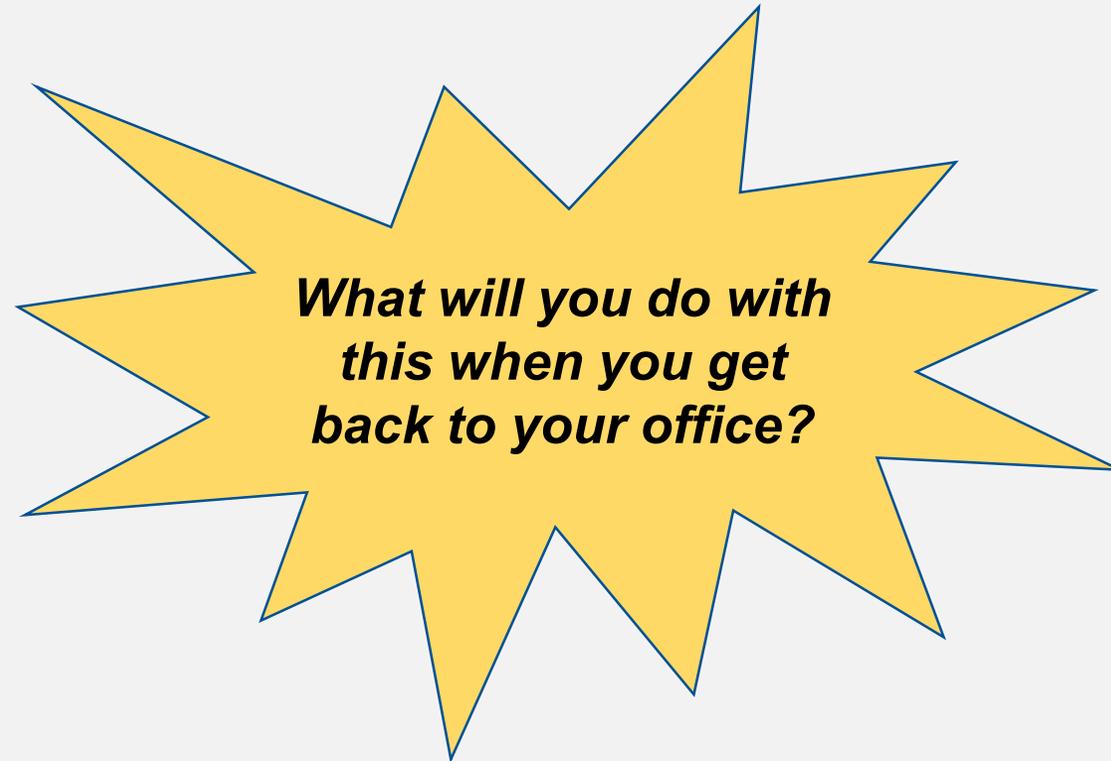


Engaging Introverts and Extroverts

- Introverts may resist
 - They are better listeners
 - Ask them to do technical presentations to clients
- Extroverts need training in
 - How to listen
 - What to ask for



Questions/Comments/Discussion



Contact Information

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Thank you!