



Building your Backlog – Regardless of Market Conditions

February 7, 2015



Market Realities – Five Facts

- **There are always contractors making money.**
- **Companies trend independent of the market.**
- **Following the crowd is a GREAT way to lose money.**
- **You are perfectly configured to get the results you are currently getting.**
- **Front-end - creative innovation mandated!**

Unexpected Competition...post-Recession!

- “Strong” demand sectors are now everybody’s “expertise”
- Real jobs analogous to “shark-infested” waters
- BIG BOYS started playing at all levels...they bring different solutions to owners and designers; now they’re staying!
- Competition double to triple for YOUR targeted customers and jobs...and subsequent margin pressures
- Competition still offering to “work for wages”
- What can you do?

SIX Winning Strategies!

- 1. Target the RIGHT customers and opportunities**
 - Time is your most valuable resource ... ROI mentality!
 - Saying “NO” is NOT a bad practice!
- 2. Organizational Focus ... not an individual responsibility**
- 3. PRE-RFP is KEY!**
 - Contractors generating the MOST high-value “touches” BEFORE the proposal / presentation phase WIN!
 - GIVE VALUE to GET project-winning consideration!
- 4. Creatively Differentiate!**
- 5. OBSESS over knowing customer’s Key Issues!**
- 6. MEASURE...until it hurts!**

Go/No Go – Just Lip Service...or a KEY THEME to BD Success?

Targeting for Success

Organizational Participation

Pre-RFP is Key

Differentiation

Customer Needs

Metrics

- **Directs proactive BD efforts; EVERYBODY KNOWS!**
- **Not JUST Projects...but Customers too!**
- **What SHOULD it consist of?**
 - Questions to answer (with confidence and accuracy)
 - Checklists
 - Scoring matrices...in other words, protocols to compare / contrast
 - Absolutes (Yes AND No)
- **Maniacal commitment – Reinforced by Sr. Management**

Drastic Times Demand Drastic Measures!

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- What does the concept of “collective” or “total” organizational Business Development mean to you?
- Is this a recognizable “shift” in how you currently perceive what happens with your BD efforts?
- Drastic measures mean **CHANGING** how you and your organizational resources currently spend your time!

Role and Responsibility Changes Mandate Definition!

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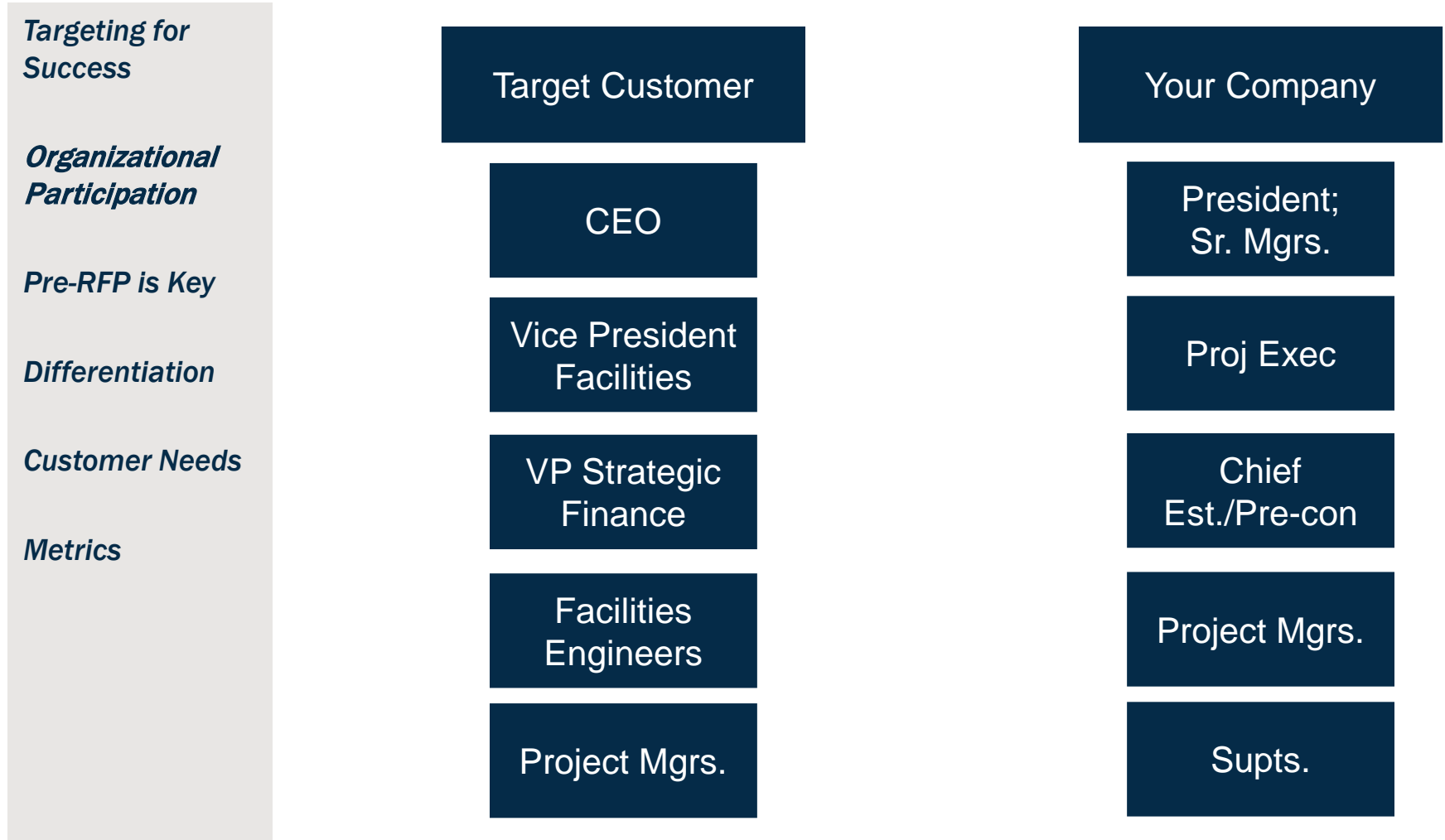
Metrics

- **CEO / President LEADS...larger contractors, up to 50% of their time could be work acquisition related**
 - One MAJOR contribution: CONSISTENT application of well-understood Go / No Go
 - Celebrates WINS with HPT's achieved via superior TEAM coordination and subsequent successes
- **DOER – SELLER models evolving as “lower cost” strategies to win work; who better to “sell” than those who execute front and back-end functions?**

Business Development - Time Expectations

<i>Targeting for Success</i>	
<i>Organizational Participation</i>	Proactive – Finding new customers _____%
<i>Pre-RFP is Key</i>	
<i>Differentiation</i>	Nurturing existing customer relationships _____%
<i>Customer Needs</i>	
<i>Metrics</i>	Reactive – Project tracking / chasing _____%

Organizational Relationship Building – “Zippering” for Maximum Account Penetration



Customers (Job or No Job) yield the right focus

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- Pursue customers (in-between jobs!), NOT just projects! They include...
 - Decision-makers & Influencers
 - Ex.: User Groups
 - Designers, consultants
 - Subs with superior client relationships
 - “Connected” Suppliers
- Creative “REASONS to MEET” MUST be developed and executed...NO “VISITING”!
- “Model” successful “relationship advancement” activities

Business Development / Sales Activity Matrix

Account Name _____

Name of Decision-Maker Or Influencer	Proactive BD Action ¹												
	Intro Meeting	Dev. Mtgs: Specific to Topics of Interest	Home Office Visit	Project Site Visit	Key Client Visit	Meeting(s) w/ Key Ops Resources	Regional Manager Meeting	CEO Or Sr. Mgr Meeting	Engineer / Consultant Meetings	Entertain Clients / Related Activities	Pre-Bid Meetings	Bid or Proposal Submittal	Post-bid Review Meeting

¹For each activity, document objectives, dates accomplished and results. ALWAYS explore for reasons to conduct a NEXT STEP/Proactive BD Action.



“Development” Meetings – Specific to Client Interests

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- **Essentially, “reasons” to keep your proactive BD process moving forward!**
- **Key elements of success –**
 - “Meetings” might really just be phone conversations; they “count”
 - Convey no more than one to two points during the meeting / conversation
 - Ensure they address points of interest; THEIRS, NOT yours!
 - Strategy = GIVE to GET!
 - What are examples of “Gives to Gets”?

GIVE to GETS?!

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- **Cost Management Info**
 - Historic databases
 - Value Management / Analyses Results; scope specific
 - Trends data; again by scopes / building systems
 - Materials pricing trends
- **Risk Mitigation Strategies for Owners**
- **Project Delivery Info – Pros and Cons**
- **Others? Status of “automating” the ability to deliver these?**

Have You Heard These Before?

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- **What is wrong with these statements?**
 - We build a quality product
 - We provide excellent services
 - We have great people!
 - We do projects on time and within budget
 - We are safe

Differentiation Will Make the Difference

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- **How will your company “stand out” from the competition?**
- **Consider:**
 - “Total” company image/ reputation, and...
 - The specific project opportunity
- **Customers today value, among many others:**
 - Project Team differentiators
 - Front-end services to ensure costs, schedule, scope
 - Project LEADERSHIP

Customer Needs...Concerns...Hot Buttons...FEARS!

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- Customers do NOT care about you or your company; ASK/LISTEN...do NOT Tell!
- Understand WHY they tell you they want something
- Know differences between “WANTS” and “NEEDS”
- Know their FEARS...if you can address those with solutions, they will see BENEFITS, which is what they remember, and ultimately buy!

What Gets Measured - Gets Done!

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- **Commit to keep score!**
- **Everything CAN be measured!**
- **Build BD time allocations, reinforce regularly**
- **Pick three to four key metrics for aggressive monitoring; for example...**
 - Proactive (pre-bid!) time invested on Key Accounts
 - REAL Opportunities with NEW customers (not past customers); identified / quarterly, sorted by market segment
- **If you're not willing to measure, don't bother!**

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