



**NIA's 63<sup>rd</sup> Annual Convention**  
April 18–20, 2018

# Best Practices in Business Development



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# What Makes Customers Choose You?







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## Market Truths

You are perfectly designed to get the results being generated

Courageous decisions are based on facts

What facts do you need to go all in?





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# Developing the Future State

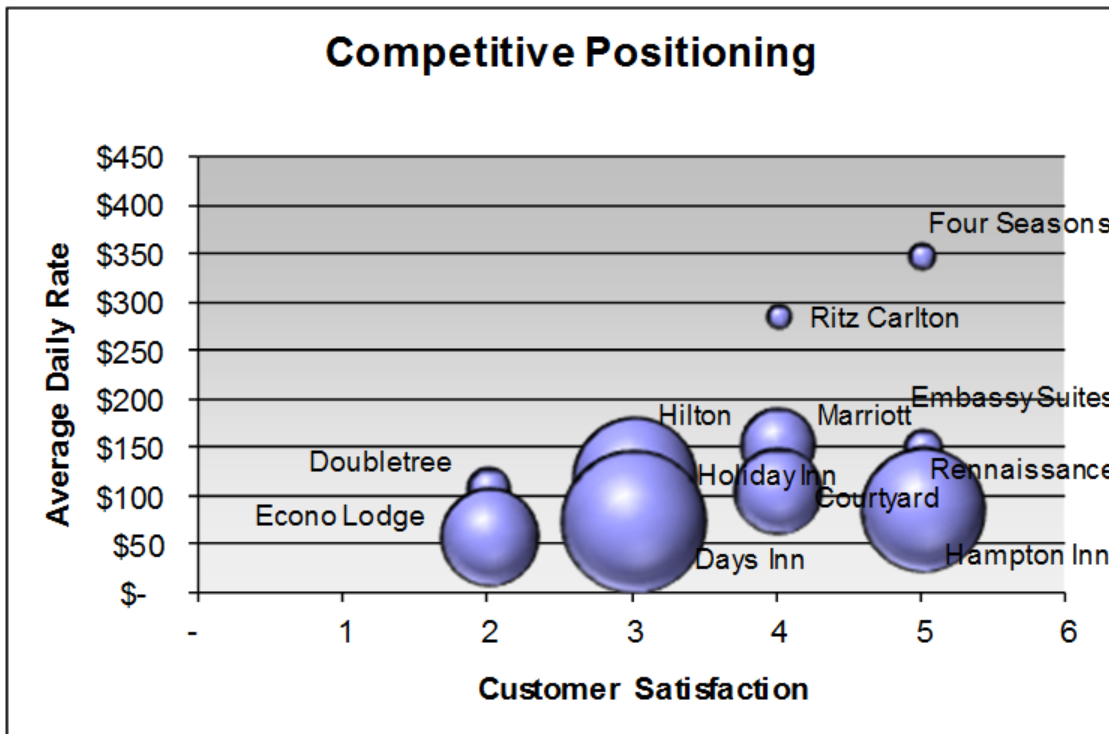


- **Where should we be playing?**  
New markets, customers and services
- **Where could we win?**  
New markets, customers and services  
Redefined value propositions
- **Identify potential market white space**
- **Identify accessible market share in targeted markets**
- **Identify strategies to get early market footholds in new markets**  
Mid-term market expansions  
Long-term market expansions
- **Identify competitive landscape in current and future markets**
- **Identify buying criteria of targeted future customer segments**
- **Identification of leverageable core competencies**



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# Evaluating the Competitive Landscape





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## Three Key Questions

Why should the customer pick you over the other good contractors?

How do you get pre-positioned to win the right kind of opportunities?

Which are the best customers and projects for your company?

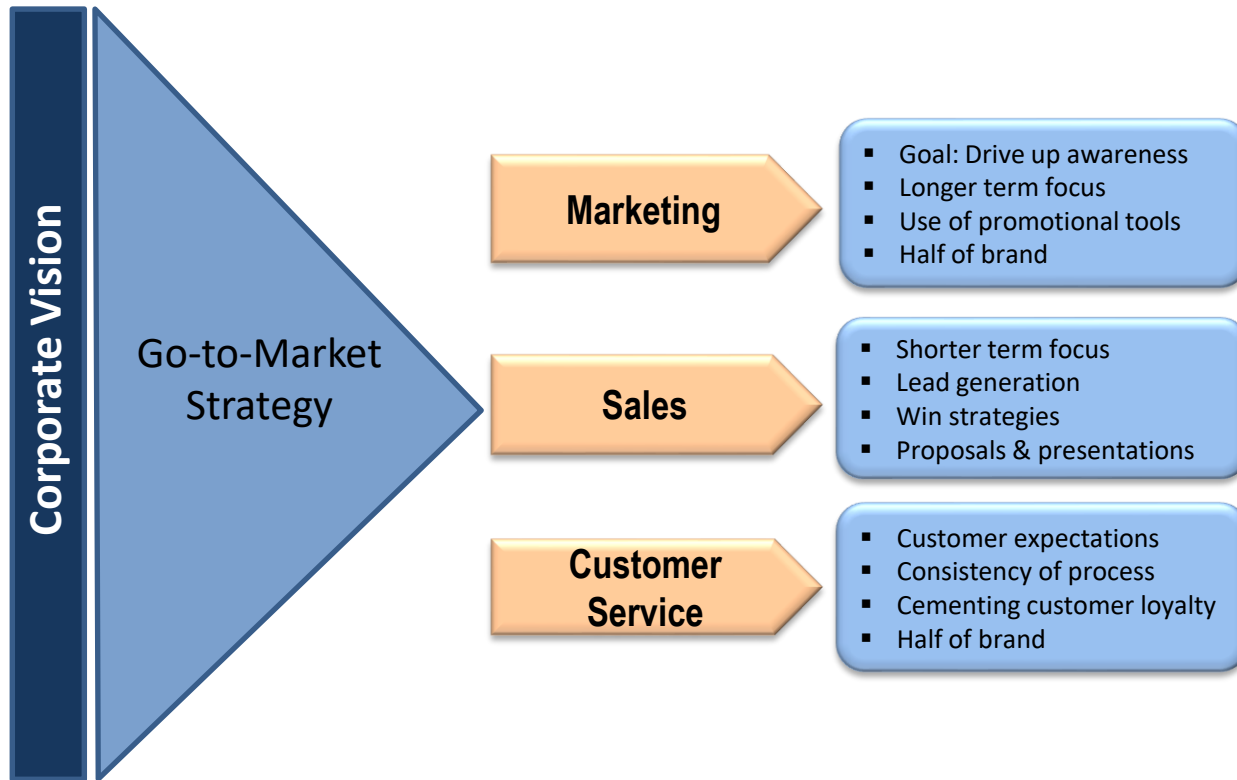






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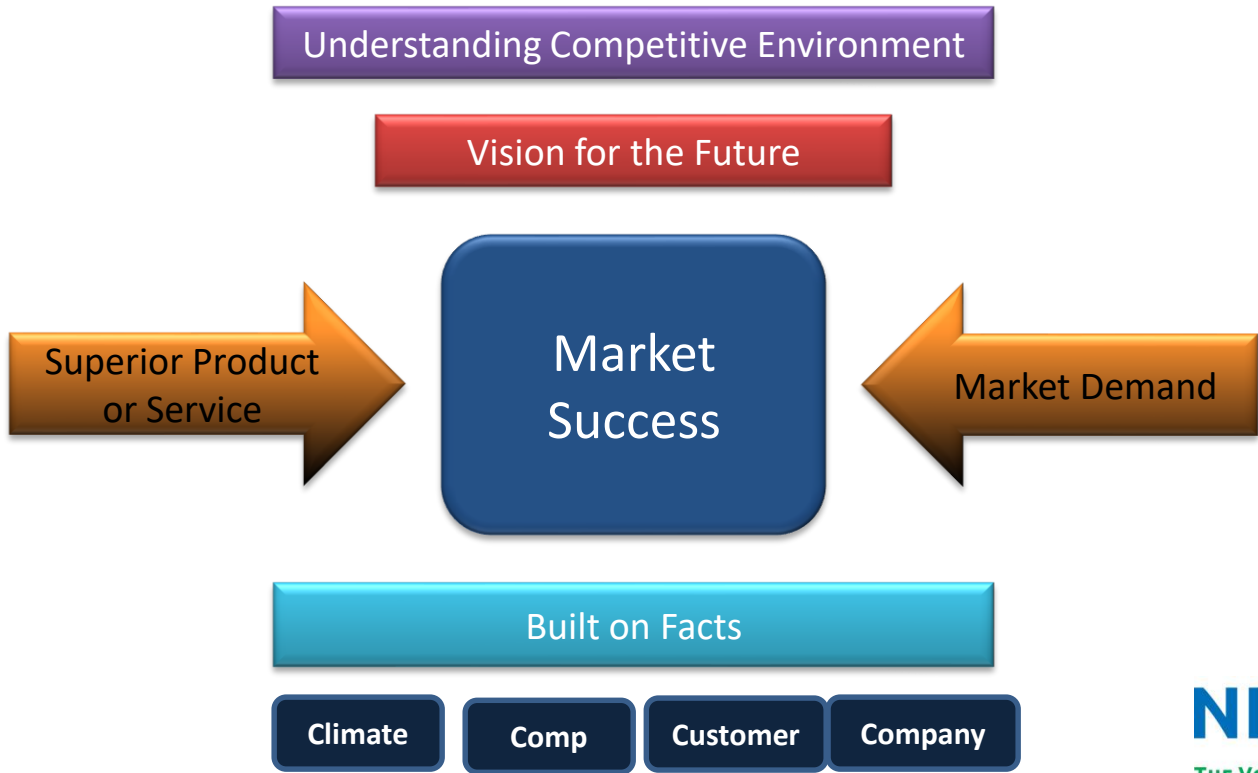
# From Vision to Business Development





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# Market Success





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## Getting Feet on the Street

Reasons to meet

Set realistic expectations of networking

- Give them a mission + five questions

Teach them to ask “good” questions

Share the 80% rule

Provide tips to start and stop

What to do with conflict?

Timing is everything

Don't save the skills





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# Business Development Assessment: Strategy *(1 of 2)*

Please rate how effective your company is on a scale of 1 to 5

*1= Not at all effective*  
*5= Highly effective*

| Strategy   | Rating #1 | Rating #2 |
|--|-----------|-----------|
| We have strategic go-to-market plans that identify our top market slices (market segments and geographies) and how we will bust in and win |           |           |
| A clear 'get work' vision exists and informs all of our sales and marketing efforts  |           |           |
| Our vision is fact-based and delivers a strong market advantage  |           |           |
| We have compelling differentiators that help us stand out in the market and on individual projects   |           |           |
| We use facts and market research to know our market sweet spots  |           |           |
| We understand the competitive landscape from the perspective of the customers  |           |           |
| We understand and track the economic, political, regulatory and social trends that have the potential to impact our business               |           |           |
| Marketing is used to strategically target and warm up new and potential customers to wanting to work with us                               |           |           |
| Our marketing and selling efforts are strategically linked together to generate consistent, solid results                                  |           |           |
| We use key accounts plans to make sure we are effectively serving our very best customers  |           |           |



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# Business Development Assessment: Strategy *(2 of 2)*

Please rate how effective your company is on a scale of 1 to 5

1= Not at all effective  
5= Highly effective

| Strategy  | Rating #1 | Rating #2 |
|---|-----------|-----------|
| We have good leading and lagging indicators to track the progress being made and published periodically |           |           |
| Preconstruction, estimating and BD are all on the same page with regard to objectives and strategy      |           |           |
| Preconstruction and estimating are structured and staffed to support growth                             |           |           |
| Operations is structured and staffed to support growth  |           |           |



# BDA Assessment: Structure (1 of 2)

Please rate how effective your company is on a scale of 1 to 5

1= Not at all effective  
5= Highly effective

| Structure   | Rating #1 | Rating #2 |
|---|-----------|-----------|
| The company has a robust go/no go tool that helps identify which customers/projects to pursue and how much we should invest in each opportunity in order to win |           |           |
| The go/no go tool is consistently used on work opportunities  |           |           |
| Proposals and cover letters are strong selling documents and set us apart from the competition  |           |           |
| We have an effective process for developing proposals that minimize last-minute fire drills   |           |           |
| We have effective systems to easily track work opportunities from conception to winning the project   |           |           |
| Estimating uses a strategic pursuit process that links to my efforts and helps us win projects  |           |           |
| The operations team (project manager and field) understand our support our BD priorities  |           |           |
| Preconstruction and estimating uses a strategic pursuit process that links to my efforts and helps us win projects  |           |           |
| We effectively transfer customer and project intelligence to operations at the start of each project.   |           |           |
| We have the systems and tools to consistently deliver a high level of customer service  |           |           |



# BDA Assessment: Structure (2 of 2)

Please rate how effective your company is on a scale of 1 to 5

1= Not at all effective  
5= Highly effective

| Structure  | Rating #1 | Rating #2 |
|--|-----------|-----------|
| We have an effective capture planning tool and process that helps us win new customers and work  |           |           |
| Our commitment to customer service is real and gets customers wanting to work with us over and over again                                |           |           |
| Our people are measured and rewarded for customer satisfaction   |           |           |
| We use the Net Promoter Score to help us understand which customers are promoters and where we need to improve                           |           |           |
| We consistently conduct post-job review meetings to capture customer intelligence and satisfaction strategies to use on the next project |           |           |
| We have an existing customer keep-in-touch strategy that is consistently used  |           |           |
| Our pricing strategies are strategic and align with our project win strategies   |           |           |



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# BDA Assessment: Support (1 of 2)

Please rate how effective your company is on a scale of 1 to 5

1= Not at all effective  
5= Highly effective

| Support  | Rating #1 | Rating #2 |
|--|-----------|-----------|
| Estimating and business development are strategically aligned to give us a competitive advantage on projects |           |           |
| Preconstruction efforts are proactive and well-integrated into the overall get work strategy                 |           |           |
| My manager routinely participates in customer meetings and sales calls with me                               |           |           |
| I receive all the coaching and support needed to be successful   |           |           |
| It is easy to get other team members to commit to client/prospective meetings and calls                      |           |           |
| Our team values and supports my individual selling efforts   |           |           |
| We routinely conduct team win strategy session on projects to identify the best approach to win a project    |           |           |
| We are effective in getting pre-positioned on opportunities  |           |           |
| I have a written plan to guide my selling efforts  |           |           |





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# BDA Assessment: Support (2 of 2)

Please rate how effective your company is on a scale of 1 to 5

*1= Not at all effective*  
*5= Highly effective*

| Support  | Rating #1 | Rating #2 |
|--|-----------|-----------|
| My manager and I meet periodically to review results and celebrate successes   |           |           |
| I have all the support and resources to be highly successful   |           |           |
| Both the company and I have written keep-in-touch strategies for existing customers that are well executed   |           |           |
| The company encourages me to keep in touch with key market influencers (e.g., architects, engineering, key contractors, vendors, community/civic groups, etc.) |           |           |



# BDA Assessment: Skills (1 of 2)

Please rate how effective your company is on a scale of 1 to 5

1= Not at all effective  
5= Highly effective

| Skills   | Rating #1 | Rating #2 |
|--|-----------|-----------|
| Operations has the skills needed to help us drive customer satisfaction  |           |           |
| My role and expectations are clear and it is easy to know where I stand  |           |           |
| I received feedback routinely on the progress I am making and am provided ideas on how to improve my results   |           |           |
| The vision and objectives of the company overall are clear and communicated regularly                          |           |           |
| I know how to strategically apply my time to ensure we achieve our company's vision                            |           |           |
| I am able to effectively balance my customer-facing sales efforts with everything else that I need to get done |           |           |
| I understand how I am measured and what success looks like   |           |           |
| My performance measurements include both leading (the right behaviors) and lagging (the right results)         |           |           |
| I have the skills and training I need to be successful in my role  |           |           |
| I have the skills needed to uncover customer hot buttons and build our strategy to win                         |           |           |



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## BDA Assessment: Skills (2 of 2)

Please rate how effective your company is on a scale of 1 to 5

1= Not at all effective

5= Highly effective

| Skills  | Rating #1 | Rating #2 |
|---|-----------|-----------|
| Our seller doers and technical people are effective networkers                    |           |           |
| My presentation skills are top notch and help me win work                         |           |           |
| My negotiating skills are solid and effective for the situations I find myself in |           |           |



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# Recession Proofing Your Backlog

1. Put feet on the street
2. Get your strategy straight
3. Build skills and abilities
4. Make tough choices
5. Find the white space
6. Invest smart
7. Get competitive
8. Build on facts
9. Get close to customers
10. Target characteristics
11. Think campaign
12. Be different
13. Get lots of fingerprints



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# Next Steps

What results are desired?

What are the next steps?

When do those steps need to be taken?

Who should be involved in the effort?

Who will lead it?





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## About FMI

For over 60 years, FMI has been the leading **management consulting and investment banking** firm dedicated exclusively to **engineering and construction, infrastructure and the built environment**.

FMI serves all sectors of the industry as a trusted advisor. More than six decades of context, connections and insights lead to transformational outcomes for our clients and the industry.

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- Owners