



# Building Your Backlog

Regardless of Market Conditions



# Market Truths

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- 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?



# What Do Customer Really Want?

- ☐ On Budget
- ☐ On Time
- ☐ No Surprises
- ☐ Personal Attention
- ☐ Dependability
- ☐ Returned Phone Calls
- ☐ Good Communications



## Three Key Questions

- **Why should the customer pick you over the other good contractors?**
- **How do you pre-positioned to win the right kind of opportunities?**
- **Which are the best customers and projects for your company?**

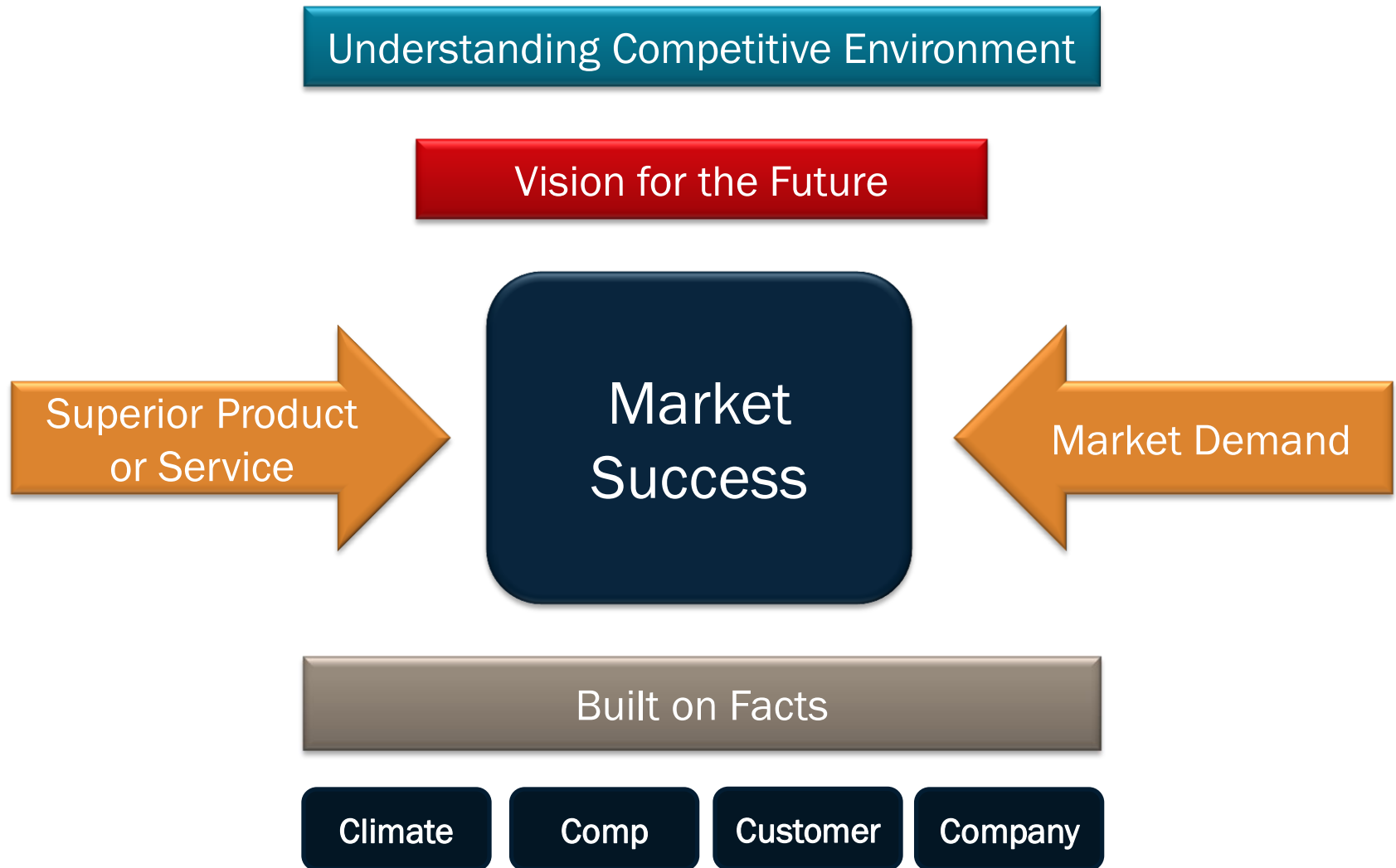


# What Does It Cost?

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# Market Success

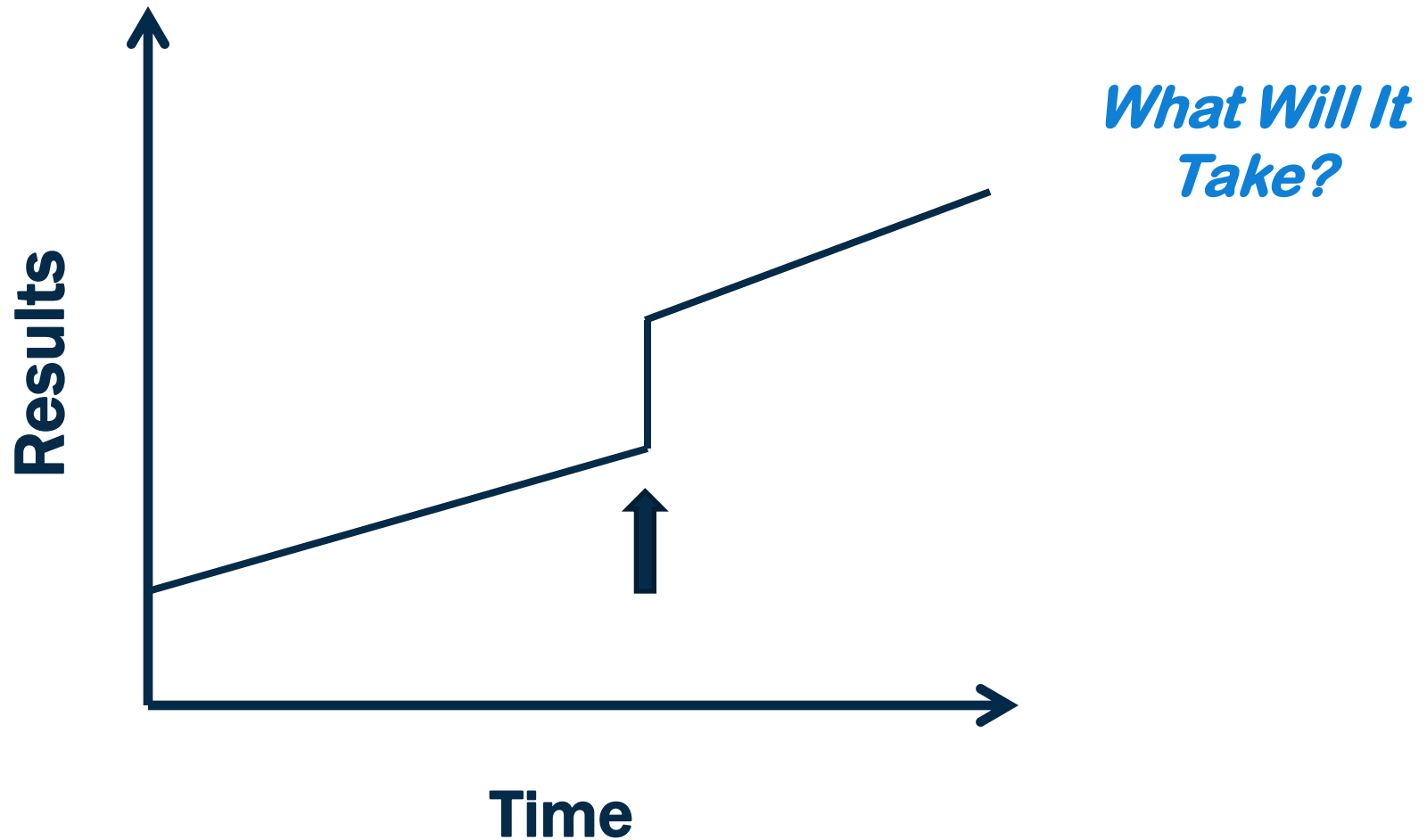


# A Difference of Opinion

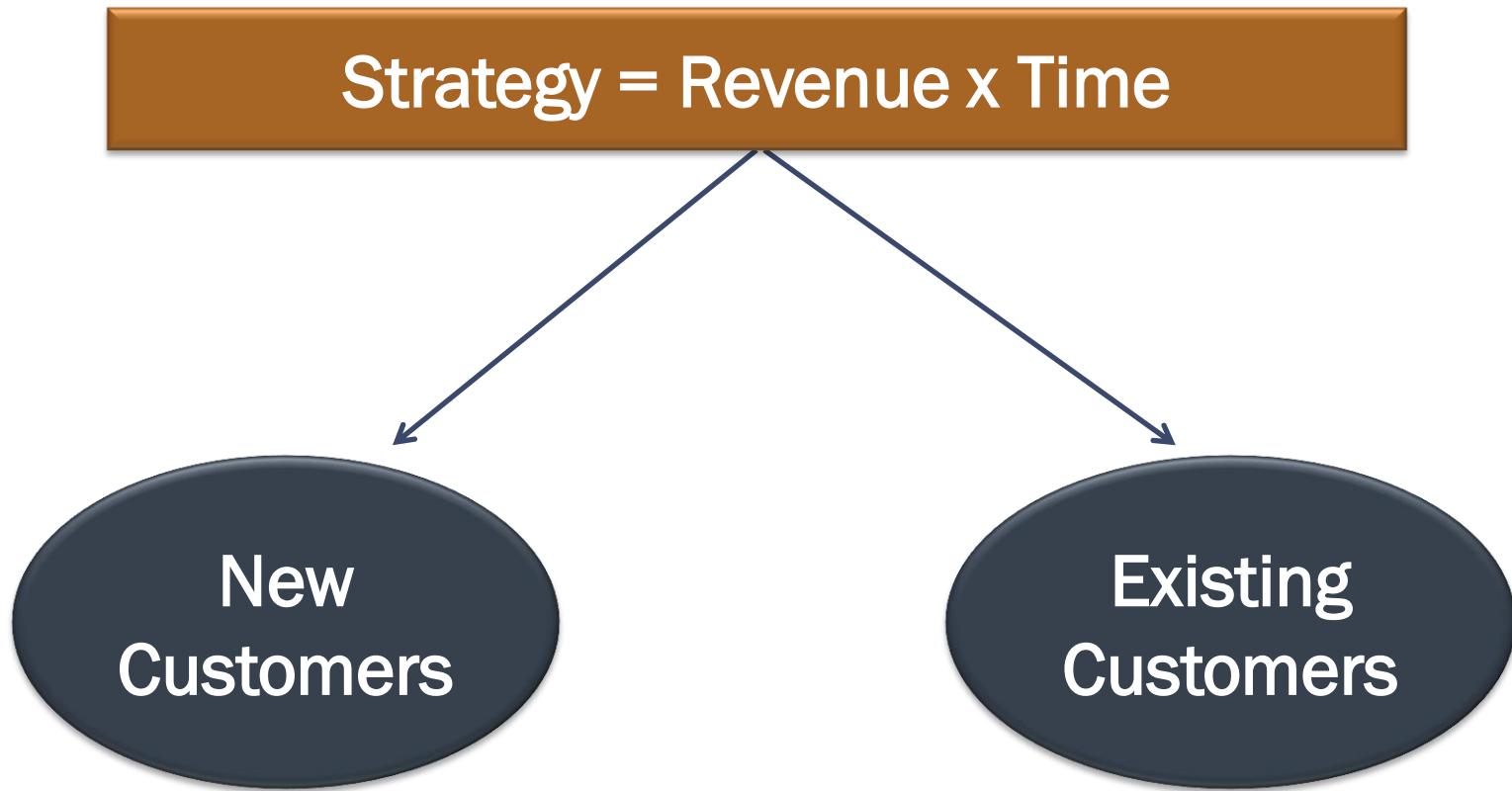
- **Believers: 80% of firms believe they provide superior service**
- **Achievers: 8% of customers agree**



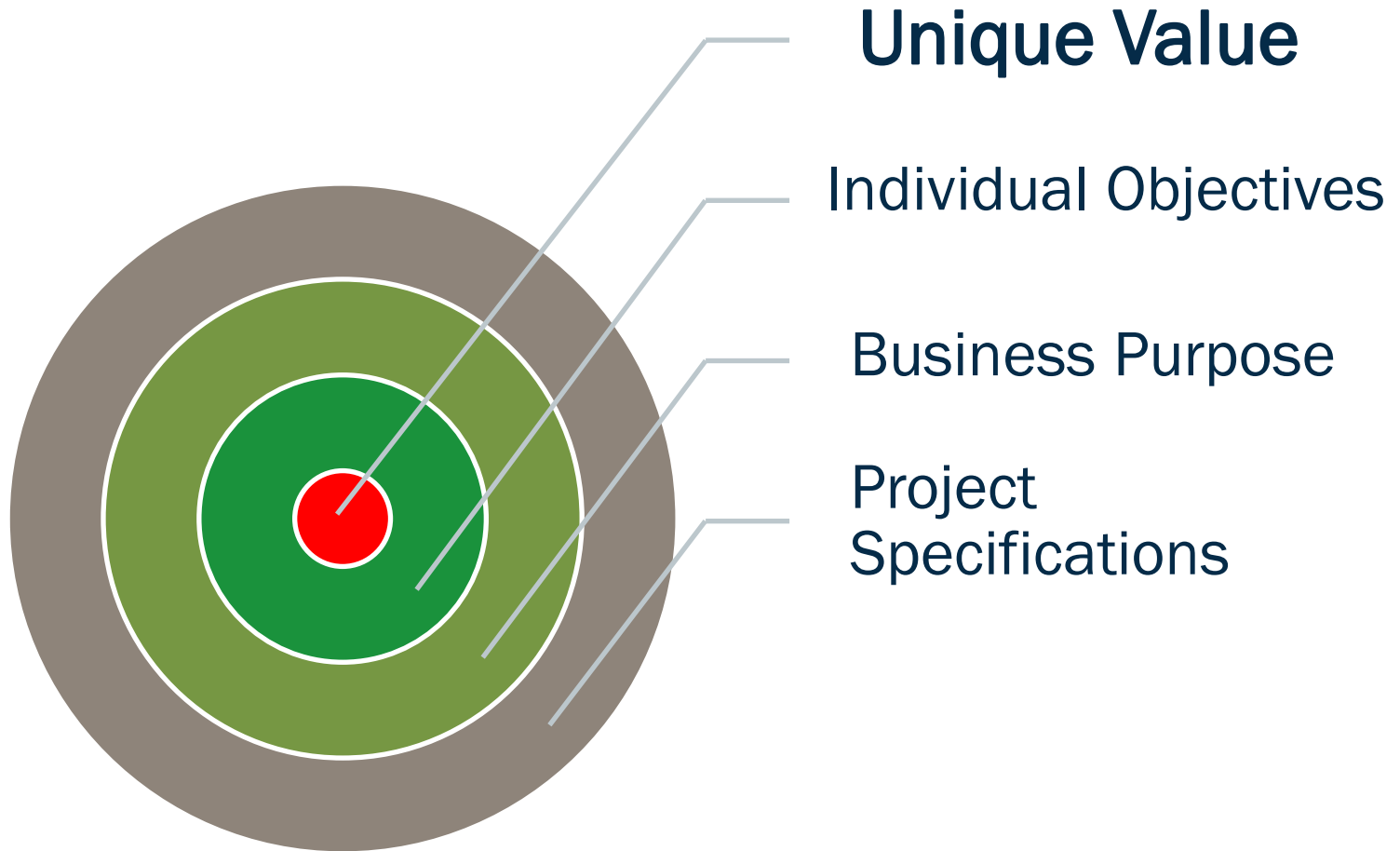
# Creating New Outcomes



# Market Strategy



# Levels of Value



# Strategic Considerations



# Discipline of Market Leaders—Treacy & Wiersema



# Sustainable Competitive Advantage

## Compelling

- Meets an unmet customer need
- Creates a positive emotional impact
- Makes intuitive sense
- Minimizes hassles

## Value Added

- Speeds delivery
- Gets cost out of the system
- Impacts end customer's value
- Streamlines processes
- Positive employee impact

## Difficult to Copy

- Cost prohibitive
- Technologically difficult
- Unique skill set required
- Involves trademarks, copyrights and/or patents

## Sustainable

- Valuable over a period of time
- Limited competitive threat
- Low threat of substitution

## Executable

- Consistent delivery
- Supportive means and methods
- Economically feasible

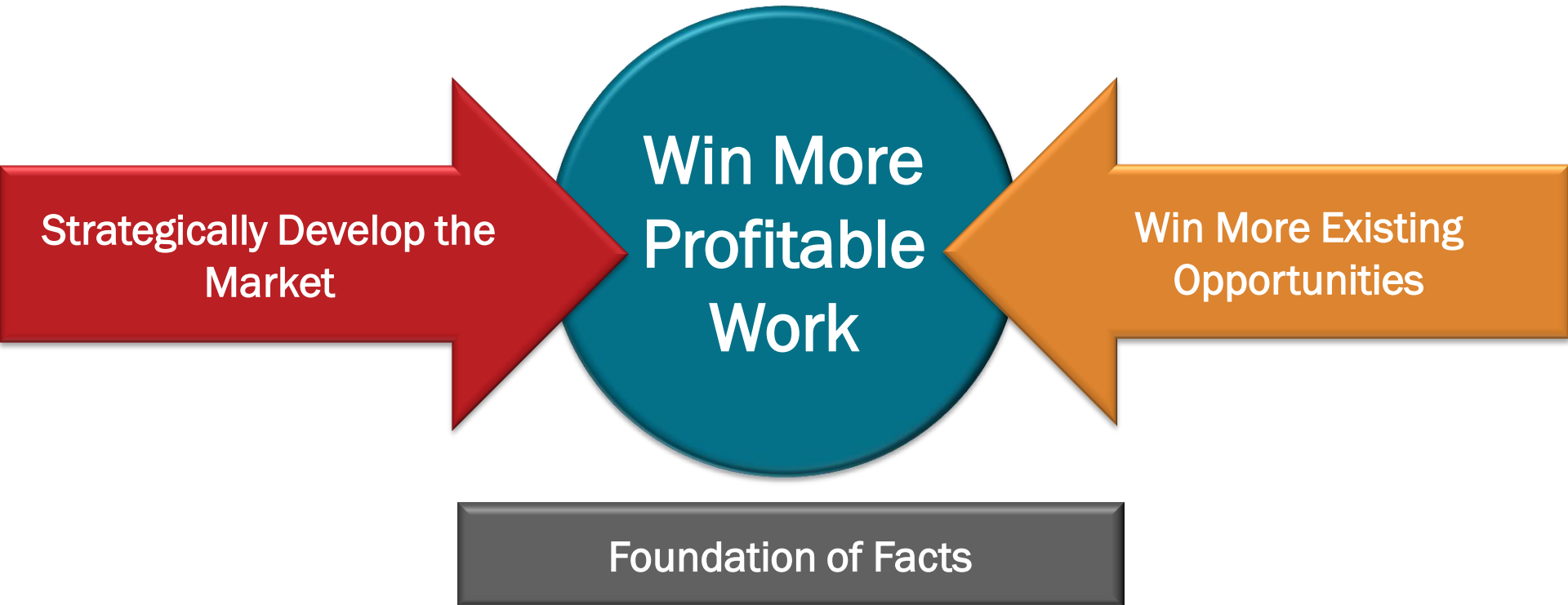
## Fresh

- Newness of the idea
- Level innovation and creativity
- Exclusivity in the marketplace

# FMI's Business Development Philosophy



# FMI's Approach—Two Ends to the Middle



# FMI's Approach—Two Ends to the Middle

## Strategic Market Development

- Thought leadership
- Key influencer strategies
- Strategic industry involvement
- Target market touch points
- Market sizing and forecasting
- Market and Customer Research

- Differentiation strategies
- Alliances and partnerships
- Community and industry relationships

## Marketing

- Driving the client experience matrix
- Keep in touch strategies with existing contacts
- Warming up key market slices
- Creating marketing communications campaigns
- Point of sale strategies and tools

- Collateral development
- Alignment with selling organization
- Proposals and presentations--support
- Marketing and Selling Strategy training
- Marketing success measurements

## Win More Profitable Work

- Right customers
- Right projects
- Right geography

## Sales

- Win strategy development
- Getting pre-positioned for opportunities
- Solidify go/no-go strategy and tools
- Technical resource alignment
- Lead sourcing and tracking strategies
- Sales management systems
- Sales coaching and ride alongs

- Sales call plans
- Sales motivation and reward systems
- Key account management
- Strategic Selling Skills Training
- Presentation Skills Training
- Winning Proposal Training
- Sales success measurements

## Customer Service

- Driving the customer experience
- Skills--tools--processes in support of the brand
- Real time feedback to BD and technical support
- Assessing customer propensity to recommend

- Customer satisfaction reward and feedback
- Building Customer Satisfaction training
- Customer service sales measurements

# **Finding the Right Opportunities**



# BDA Assessment: Marketing

Marketing	P	I
1. The buying habits of the customers are well-researched and understood.		
2. The strengths and weaknesses of the competition are well-known.		
3. The company understands the local market, including the economic drivers and current labor situations.		
4. There is a clear advantage over the competition and it is being leveraged to help win work.		
5. Core competencies are well-known and used to target and win work.		
6. Past project experience is used as a guide when searching for new work.		
7. The difference between the company and the competition is effectively demonstrated to the customers.		
8. The company has strong civic and community relationships in the market area.		
9. Strong relationships with engineers and architects exist.		
10. Strong relationships with subcontractors and vendors exist.		
11. The brand is well-defined and supports market objectives.		
12. The brand is effectively communicated in the market.		
13. The people of the organization "live" the brand every day.		
14. Specific measures exist to determine both past and future performance in marketing.		
15. The ROI of marketing costs are understood and tracked.		

# BDA Assessment: Sales

Sales	P	I
1. A defined sales pipeline exists and is tracked for each opportunity.		
2. This sales pipeline is used as the early warning system to manage a consistent level of backlog.		
3. The sales compensation system supports the company's long-term strategy with our customers.		
4. Continual training is provided to the sales staff.		
5. Specific metrics exist to measure the effectiveness of sales. Both leading and lagging indicators are used.		
6. Sales metrics are regularly communicated to the team.		
7. A well-defined and effective process exists for generating qualified work opportunities.		
8. The company does an excellent job of creating compelling proposals and presentations.		
9. Specific criteria exists to evaluate potential customers. Sales resources are applied accordingly.		
10. Specific criteria exists to evaluate potential projects. Sales recourses are applied accordingly.		
11. The sales force makes effective use of additional sales resources, including senior management, marketing and operations, to sell work.		

# BDA Assessment: Customer Service

Customer Service	P	I
1. Reward systems are in place to drive customer satisfaction.		
2. Customer satisfaction is an integral part of the "get work" strategy.		
3. Customer satisfaction is tracked on an ongoing basis and scores are routinely communicated throughout the organization.		
4. Research is conducted to understand customer satisfaction drivers.		
5. Key customers have been identified and a strategy exists to build loyalty and expand the relationship.		
6. Everyone in the organization understands the importance of customer satisfaction and is trained to deliver it.		
7. Key account plans are created for all strategic relationships		
8. Net promoter score is strategically tracked and actively managed.		
9. Knowledge, skills and abilities are continuously developed throughout the company.		
10. A strong seller-doer culture exists throughout the company and extends into the field organization.		
11. Senior leaders are actively involved in developing and maintaining key account relationships.		
12. Deep, zippered relationships exist with top clients and influencers.		

# BDA Assessment: Integration

Integration	P	I
1. The company has a comprehensive business development plan that drives all "get work" efforts.		
2. The business development plan clearly specifies roles and responsibilities for everyone in sales, marketing and customer service.		
3. The company has clearly defined pricing strategies for its various markets, segments, project types and customers.		
4. Business development staff include full-time, dedicated employees and are recognized as being critical to the organization's success.		
5. A plan exists to continually improve the skills of the business development staff.		
6. Metrics exist to measure the overall effectiveness of business development using both leading and lagging indicators.		
7. The firm's information systems allow for the storing and retrieval of critical data by those who need it.		
8. Go-to-market strategies are strategic and position the firm well above the competition.		
9. Go-to-market strategies are well articulated internally with everyone understanding their role.		

# Achieving the Vision

- What would you have to change/improve in work acquisition (marketing, sales and customer service) in order to get there?
  - Strategic positioning?
  - Brand?
  - Customer experience?
  - Core competencies?
  - Competitive advantages?
  - Approach to business development?
  - Who is engaged in the process?
  - Etc.

