

# PREPARING FOR THE INDUSTRY OF TOMORROW



**Outpace Your Competition: Building a Strategic  
Business Development Plan to Drive Results**

James Murphy/Danielle Feroletto



# The following CE credits are offered for this session:



**1.0 AIC CPD Credit** | AGC of America has been approved to offer Continuing Professional Development (CPD) credits for qualifying programs by the [American Institute of Constructors](#) (AIC).



**1.0 SMPS CEU Credit** | AGC of America is approved by the [Society for Marketing Professional Services](#) (SMPS) to offer SMPS CEUs.



AGC of America is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the [National Registry of CPE Sponsors](#).

This session is designated for **1.2 CPE credits** in the field of Communications & Marketing.

# How to earn CE hours for this session

Participants must:

1. Check in with attendance scanner at the door or in the back of the room.
2. Attend at least 95% of the session.
3. Complete the session and post-program evaluation.

Additional instructions will be emailed to attendees requesting CE credits.

You may contact **Jo-Anne Torres**, Manager of Professional Development and Continuing Education, at [jo-anne.torres@agc.org](mailto:jo-anne.torres@agc.org) or call (703) 837-5360 for questions.

# Learning Objectives

By the end of this session, participants will be able to:

1. Identify long-range BD opportunity ideas and goals.
2. Review the 4 levels of BD development and the activities that are necessary to execute in the absence of a project pursuit.
3. Describe the difference between active and passive business development activities and examine how to apply it to future pursuits.
4. Discuss roles for the team to enable a modified "seller-doer" model to consider multiple titles being involved in business development.

**James Murphy**  
CEO, Willmeng Construction

**Danielle Feroletto**  
President, Small Giants





# What We Will Cover

- Formalized BD Plan
- 4 Levels of BD
- Seller/Doers and the BD professional
- Developing a Zipper Model for client retention  
Competitive Analysis
- Market Sector Opportunity
- Active and Passive BD Efforts

A man in a white shirt and grey trousers is running on a large, white, circular wheel that is tilted at an angle. The wheel has a series of black rectangular segments around its circumference. The man is in a dynamic pose, leaning forward with his arms outstretched, as if he is running quickly. The background is a dark, textured wall.

# **“YOU’RE CRAZY”: ‘WE DON’T NEED MORE WORK’**

Additional Text Goes Here If Needed

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.5%





**Audience  
Participation**

Menti.com



# COMMIT: BEFORE YOU'RE READY

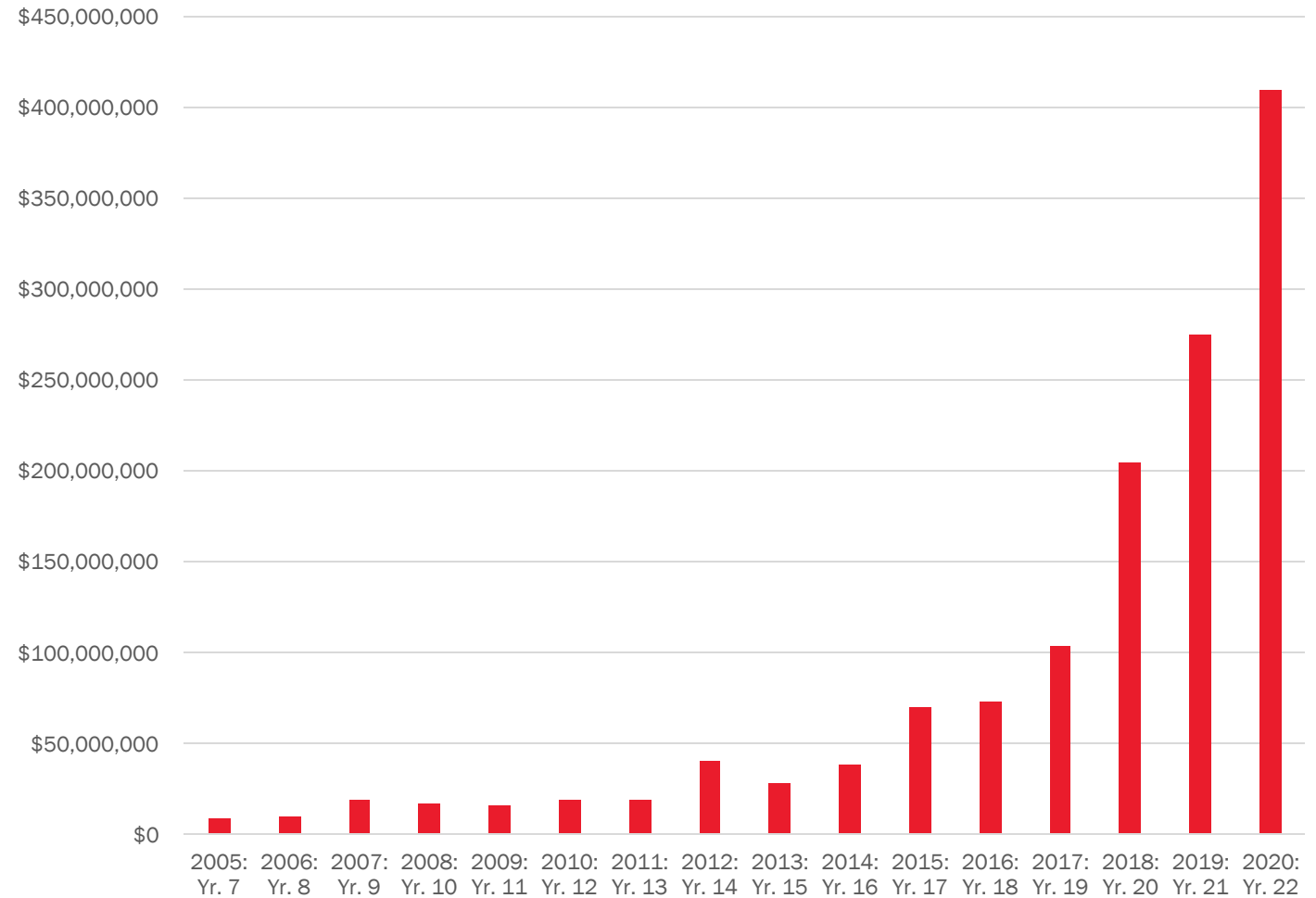
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# So Easy Not To...

- Everyone is busy
- Multiple channels to “market”
- Hard to see further out
- Don’t desire to expand the clients/services
- Don’t know what to do

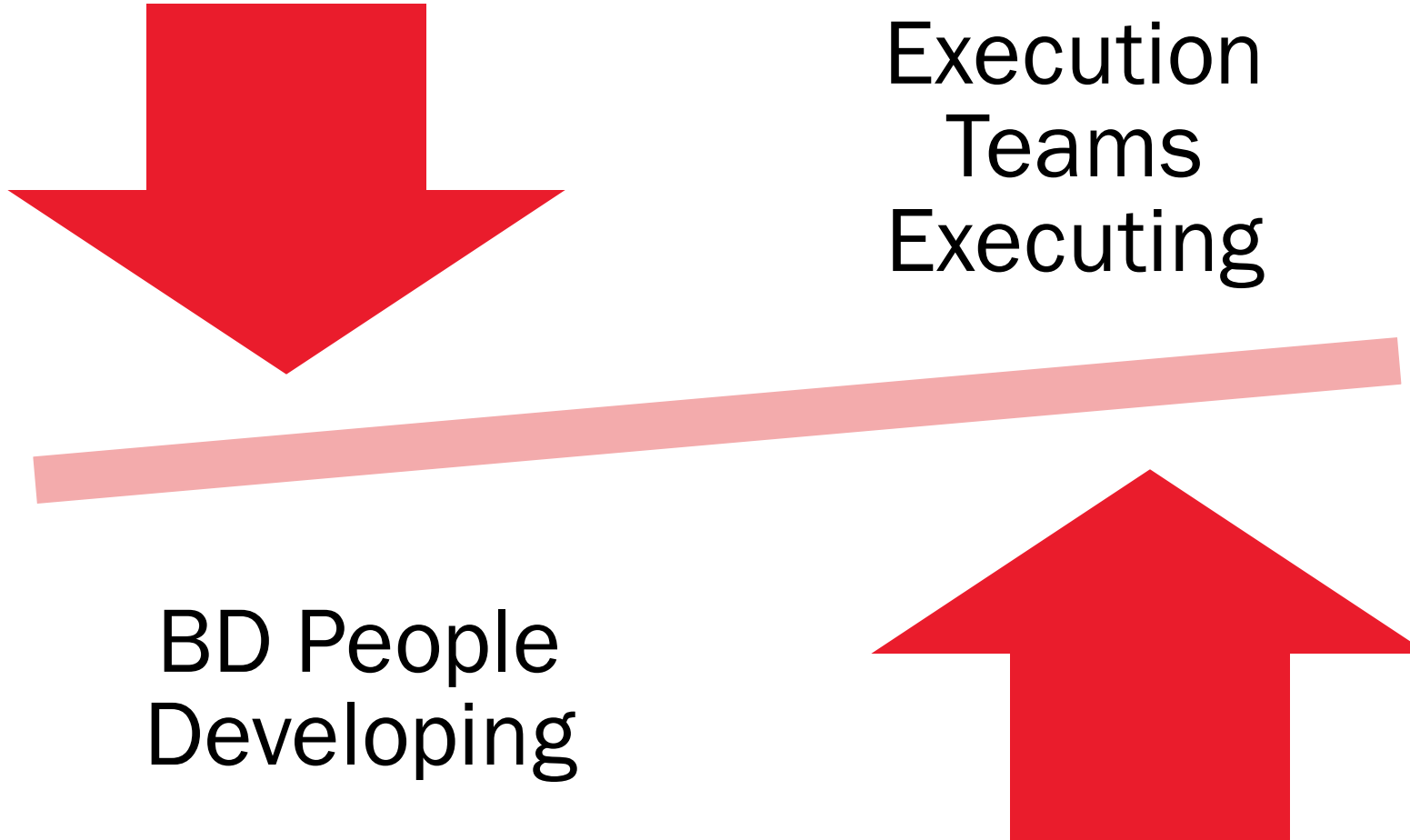


Company Revenue and the BD Champion Model





# The Internal Conflict



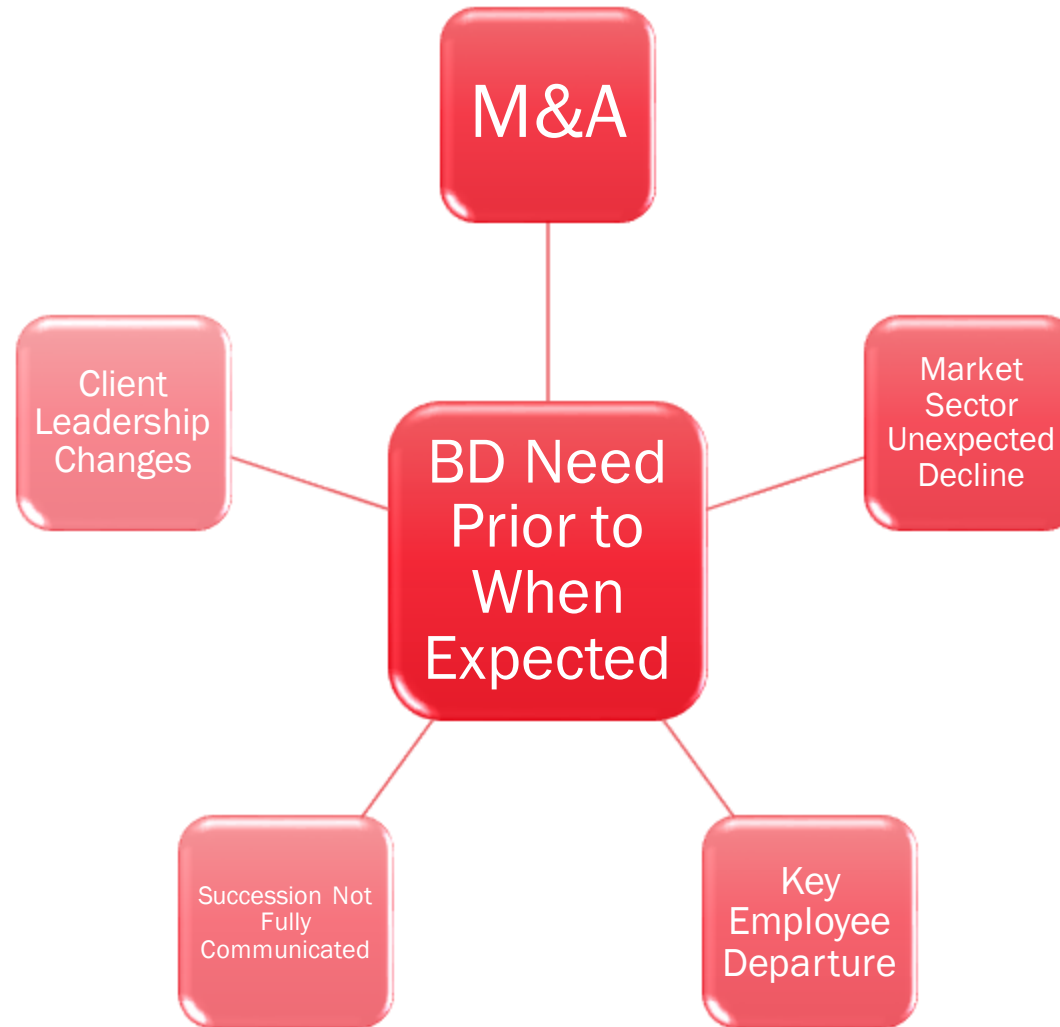




# THE UNEXPECTED: PLAN B

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# Trends in Construction That Create a Plan B



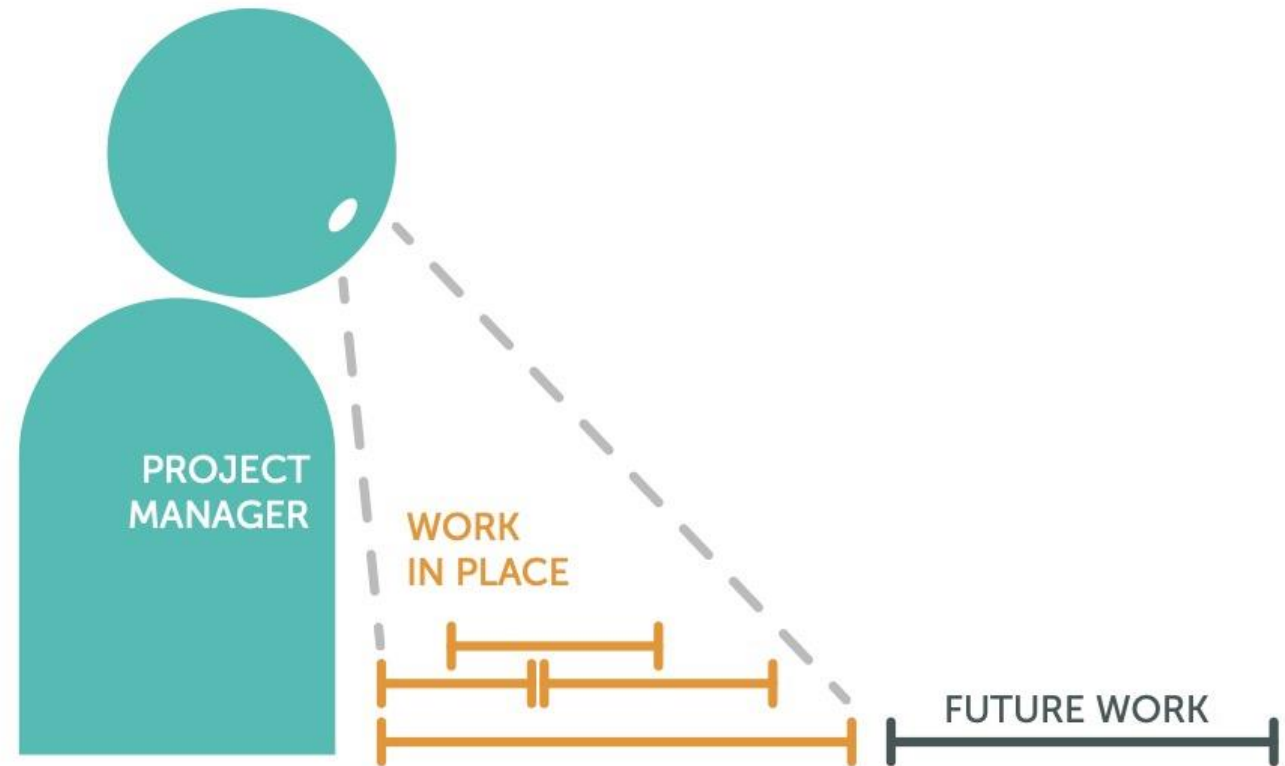


# EYE ON THE PRIZE: VISION

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# WIP Vision vs. BD

- Must understand the big picture
- Short sided need in WIP





WEEK	M	T	W	T	F	S	S	MILES PER WEEK
1	Rest	4 miles EZ	4 miles EZ	4 miles EZ	Rest	10 miles LSD	3 miles EZ	25
2	Rest	4 miles EZ	5 miles EZ	4 miles EZ	Rest	12 miles LSD	3 miles EZ	28
3	Rest	3 miles EZ	5 miles EZ	3 miles EZ	Rest	14 miles LSD	5 miles EZ	30
4	Rest	3 miles EZ	4 miles EZ	4 miles EZ	Rest	10 miles LSD	3 miles EZ	24
5	Rest	3 miles EZ	6 miles EZ	4 miles EZ	Rest	16 miles LSD	3 miles EZ	32
6	Rest	5 miles EZ	4 miles EZ	6 miles EZ	Rest	18 miles LSD	3 miles EZ	36
7	Rest	5 miles EZ	7 miles EZ	5 miles EZ	Rest	20 miles LSD	3 miles EZ	40
8	Rest	5 miles EZ	8 miles EZ	3 miles EZ	Rest	13 miles LSD or half-marathon	3 miles EZ	32
9	Rest	7 miles EZ	4 miles EZ	7 miles EZ	Rest	16 miles LSD	5 miles EZ	39
10	Rest	5 miles EZ	3 miles EZ	9 miles EZ	Rest	18 miles LSD	5 miles EZ	40
11	Rest	4 miles EZ	7 miles EZ	5 miles EZ	Rest	20 miles LSD	4 miles EZ	40
12	Rest	7 miles EZ	7 miles EZ	6 miles EZ	Rest	18 miles LSD	4 miles EZ	42
13	Rest	7 miles EZ	3 miles EZ	7 miles EZ	Rest	20 miles LSD	3 miles EZ	40
14	Rest	8 miles EZ	6 miles EZ	8 miles EZ	Rest	13 miles LSD	5 miles EZ	40
15	Rest	5 miles EZ	7 miles EZ	5 miles EZ	Rest	10 miles LSD	5 miles EZ	32
16	Rest	6 miles EZ	Rest	5 miles EZ	Rest	1-3 miles EZ	RACE DAY	40.2



# SET THE GOAL: STRATEGY

# The Construction Strategy Outline



# Summary of Strategic Plan





# Business Development Plan





# PREPARE THE TEAM FOR THE INITIATIVE



- Respect the BD efforts
- Protecting "their" space
- Plight of the Crawdads

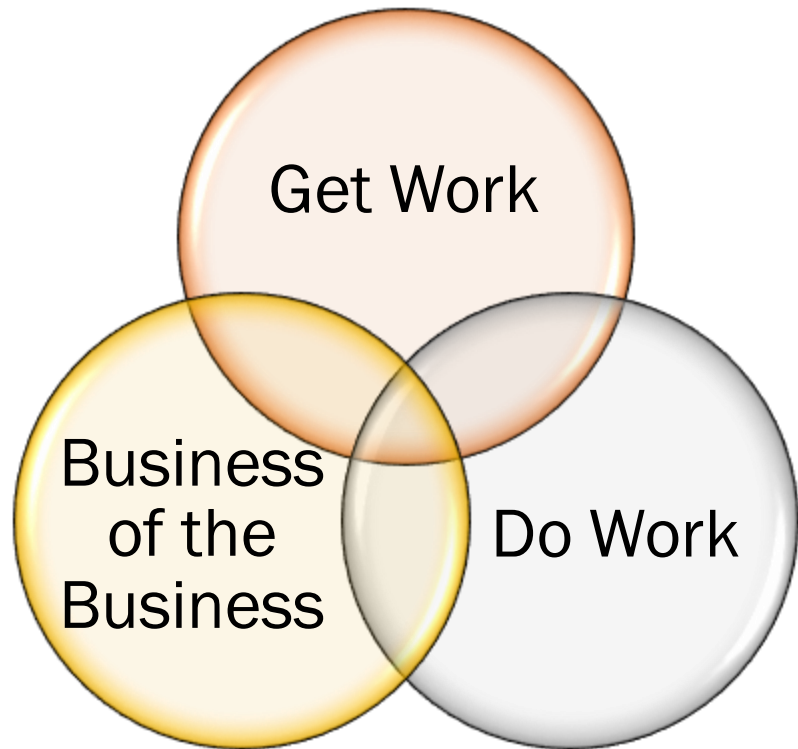




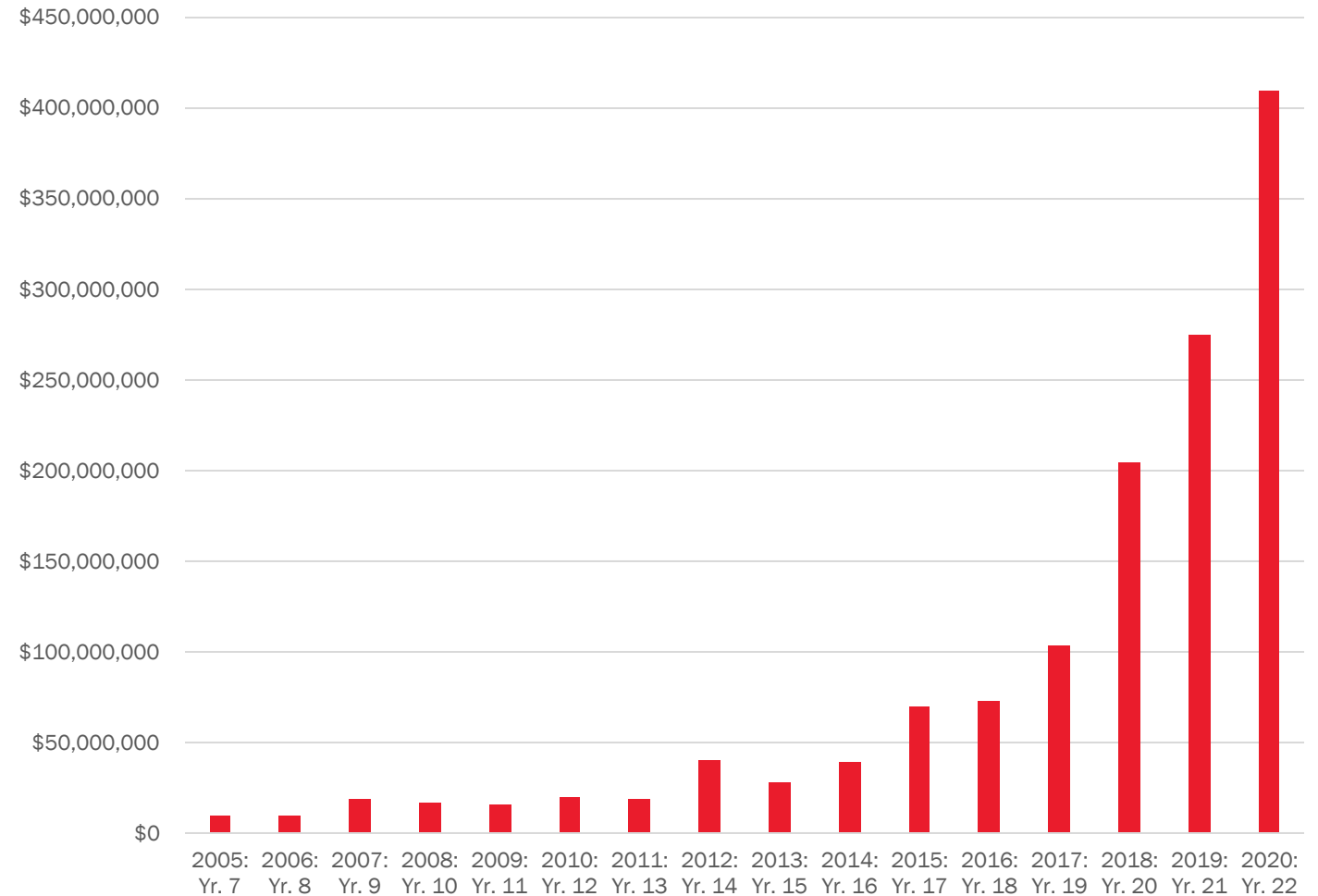
# FIND YOUR PACE: GET WORK

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# Multiple Hats Issue



Company Revenue and the BD Champion Model





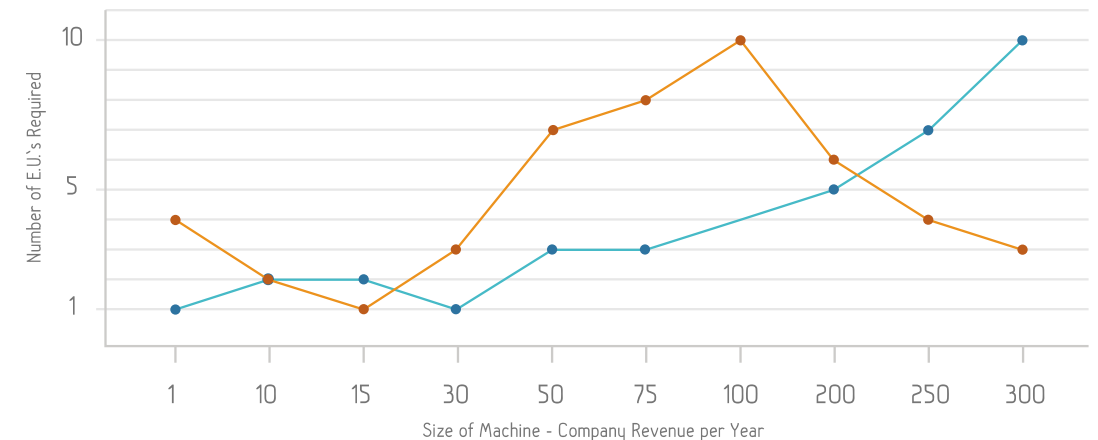
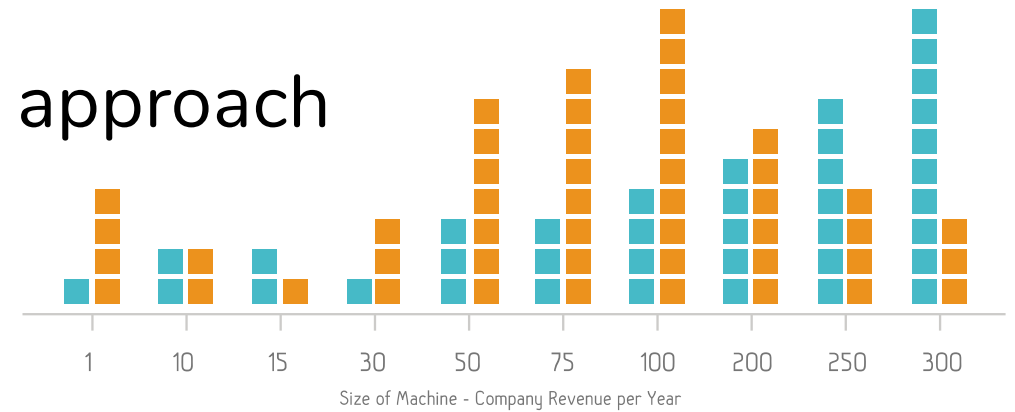


# Effort Unit

- Sustained effort over time
- Anticipate where growth is going
- As company changes so should your approach

BUSINESS DEVELOPMENT EFFORT UNIT  
(B.D.E.U.)

ESTIMATES	CLIENT DEVELOP.
STRATEGY	RESEARCH
NETWORKING	FOLLOW-UP



A photograph of a marathon runner's legs in the foreground, wearing black shorts, bright green socks, and blue and yellow running shoes. The runner is on a paved road, and the ground is littered with discarded blue water bottles and white foam cups. Other runners are visible in the background, slightly out of focus.

# **SUPPORT: SHARED EFFORT**

THE SELLER-DOER MODEL

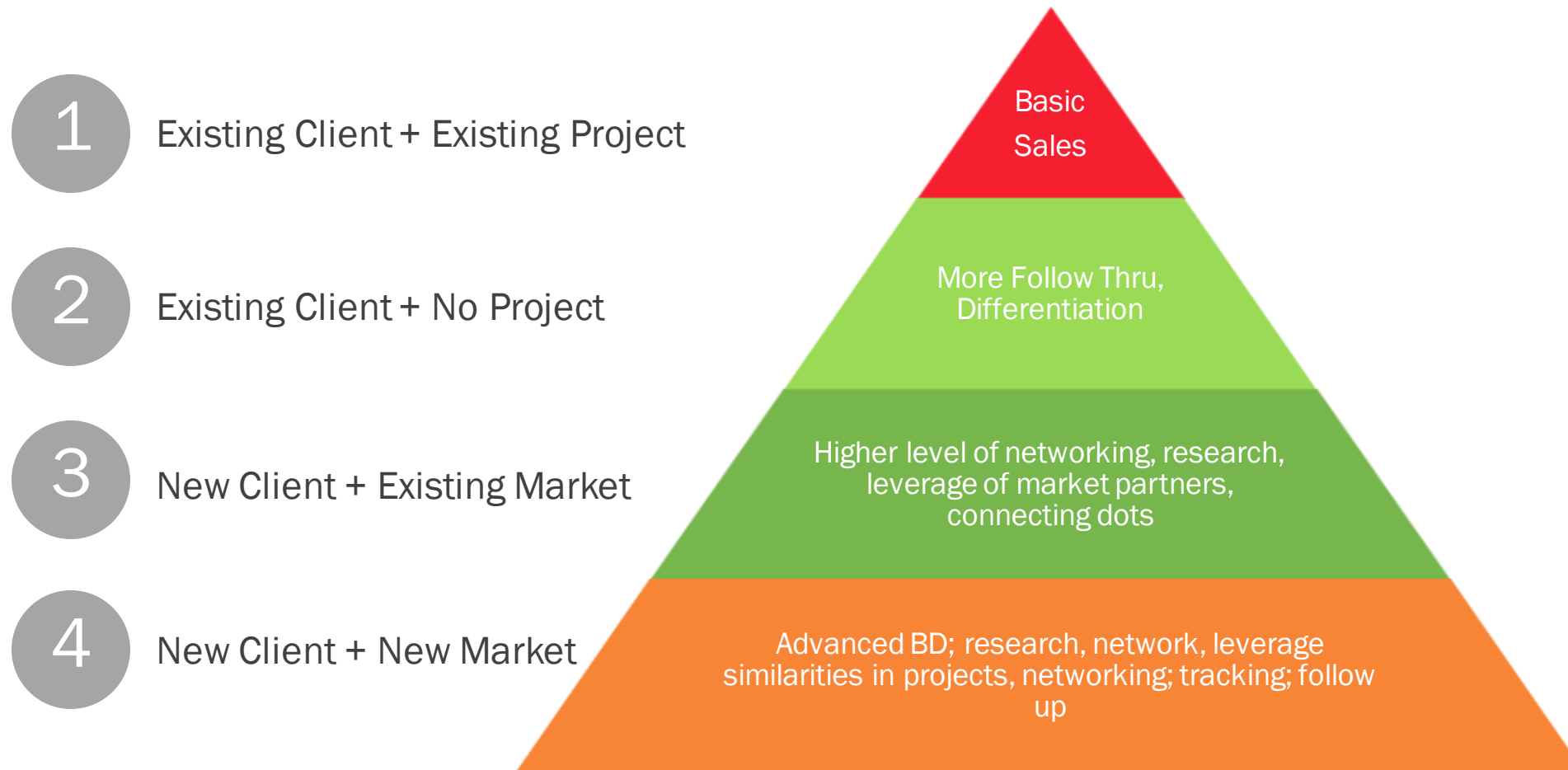
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# Business Development Re-Thought

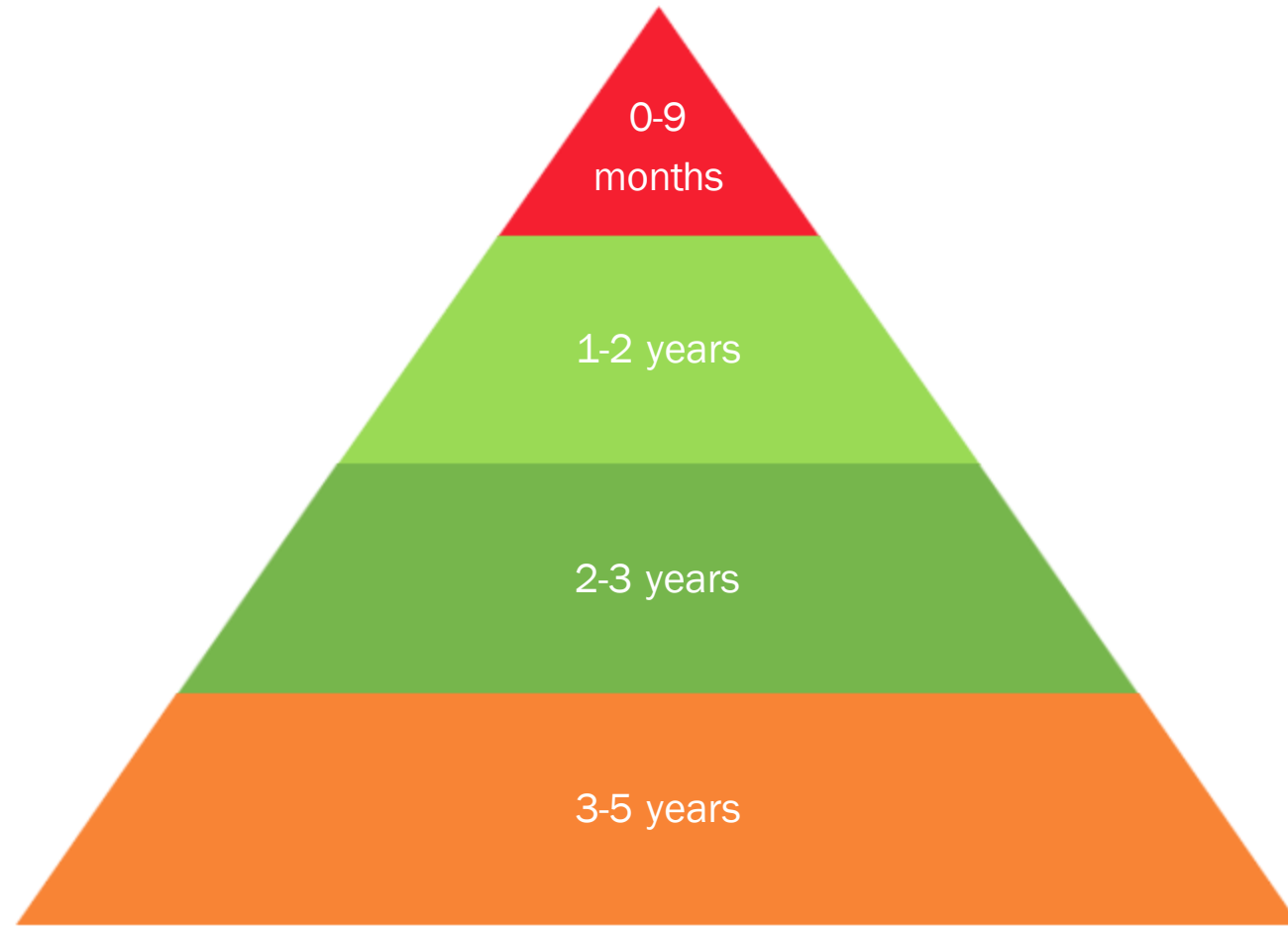
- 1 Existing Client + Existing Project
- 2 Existing Client + No Project
- 3 New Client + Existing Market
- 4 New Client + New Market

# Shared Business Development vs Seller-Doer





# Shared Business Development vs Seller-Doer





# Hurdles to Success

- Reference the Levels
- Recognize your style (introvert, extrovert)
- Personality assessments
- Don't make this a blanket mandate
- Align with your clients



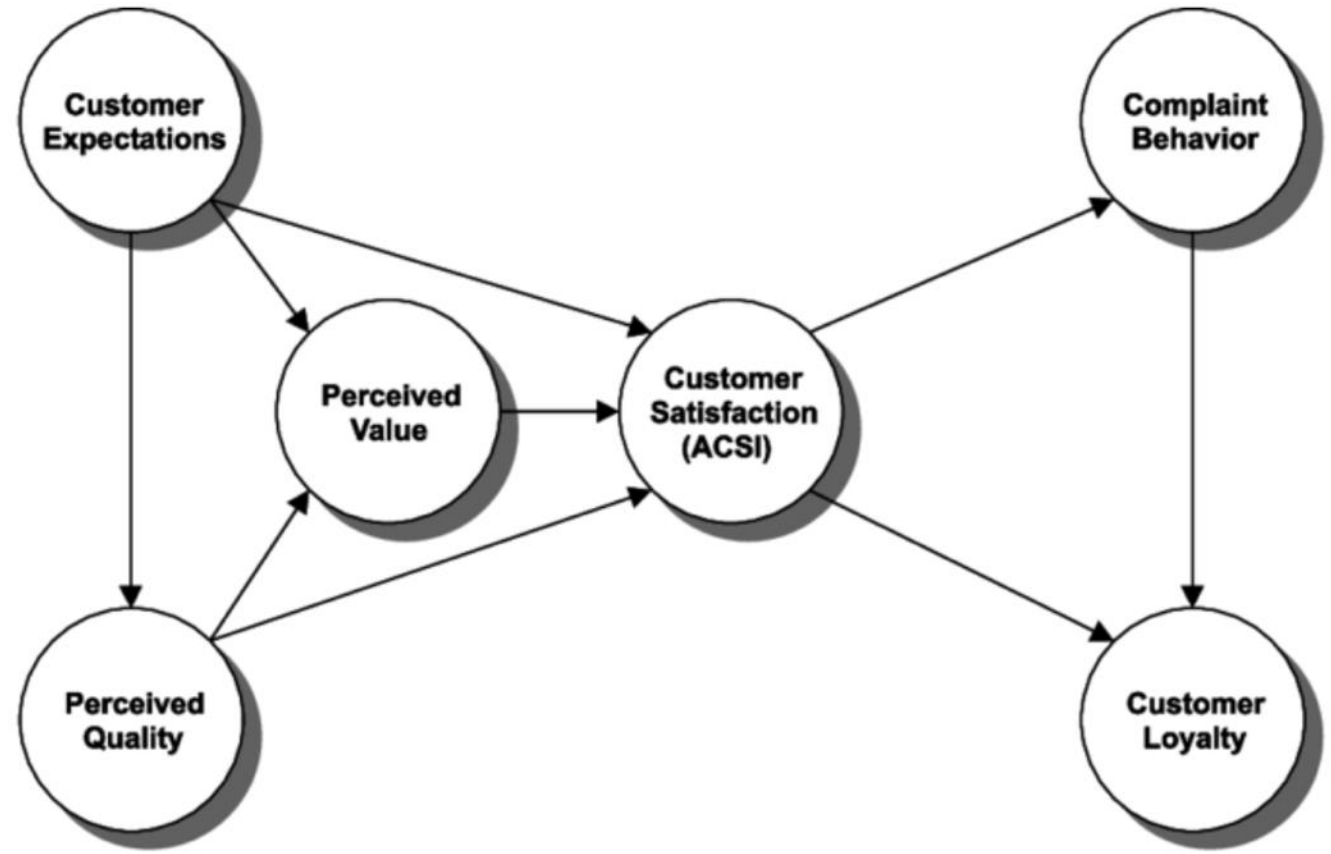
# KNOW THE COURSE: POSITION & REPOSITION

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# The Value of Honest Perspective

- Client Perception Surveys
- Market Research
- Competitor Analysis





# Price vs. Performance Buying







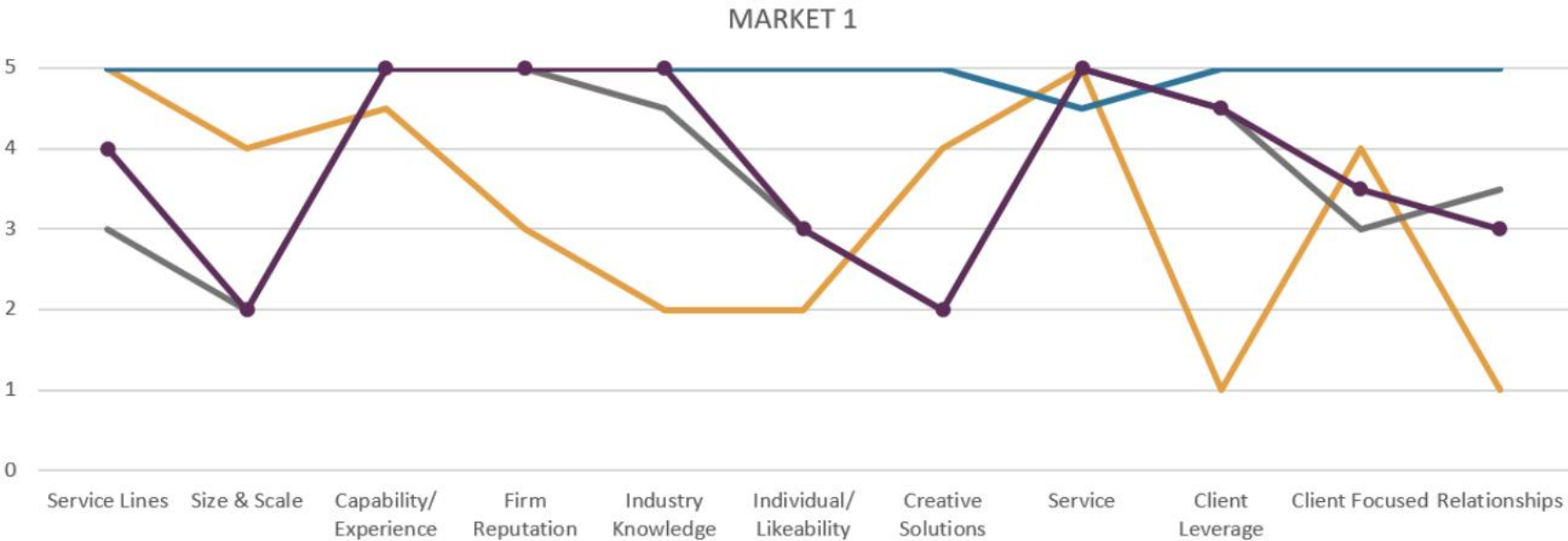
# THE COMPETITION

# Deeper Competitive Analysis



## DISTINCTION FROM THE COMPETITION

NOTES:



COMPANY	Service Lines	Size & Scale	Capability/Experience	Firm Reputation	Industry Knowledge	Individual/Likeability	Creative Solutions	Service	Client Leverage	Client Focused Relationships	Relationships	TOTAL
Our Company	5	4	4.5	3	2	2	4	5	1	4	1	35.5
Competitor 1	3	2	5	5	4.5	3	2	5	4.5	3	3.5	40.5
Competitor 2	5	5	5	5	5	5	5	4.5	5	5	5	54.5
Competitor 3	4	2	5	5	5	3	2	5	4.5	3.5	3	42





# SETTING YOURSELF APART: WHO ARE YOU?

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# Demand for “More”... Beyond Services

- Knowledge-Based Firms (SMEs)
- Technology
- Professional/Leadership Training
- Relationships to Leverage
- Differentiator





# THE RITUALS: FREQUENCY

Additional Text Goes Here If Needed



# Create Rituals That Work

- Be Known as Giving More Than You Take
- Networking Targets
- Last Call of the Day is Magic
- Active and Passive BD Activities





# Suggested Activities

- Listening
- Go where they are
- Think of them
- Create a Client Capture plan
- Document and track in a CRM

**COSENTIAL** Search companies, contacts, leads, opportunities, projects and personnel [Need help?](#)

**Reports**  
Reports Home | Reports Manager | Project | Opportunity | Survey | Lead | Contact | Company | Activity | Personnel | Grouped Reports | Stats | Human Resources | System Activity

Reports Home

My Last Viewed Reports		My Private Reports		My Reports		All Reports	
Title	Time	Type	Created by	Status	Del		
All Education Projects w/ Staff Team	00:18	Projects	Dan Cornish				
Dan's Opportunities HQT	00:09	Opportunity	Dan Cornish				
Leads - Bid day this month	00:03	Lead	Dan Cornish				
Contact Activity - YTD	00:04	Contact	Dan Cornish				
Adam's Opportunities HQT	00:04	Opportunity	Dan Cornish				
Example: Project Manager Open Qsp Activity Report	00:13	Opportunity	Dan Cornish				
Acme competitive evaluation	00:03	Opportunity	Dan Cornish				
rzCosential Support: Company with Activity Report	00:03	Company	Dan Cornish				
Project with Award Documents/Images	00:01	Projects	Dan Cornish				
AIA A303 Completed in last 5 Years	00:01	Projects	Dan Cornish				

Customize Excel Public Private Delete





# REMEMBER YOUR FANS: KEEP WORK

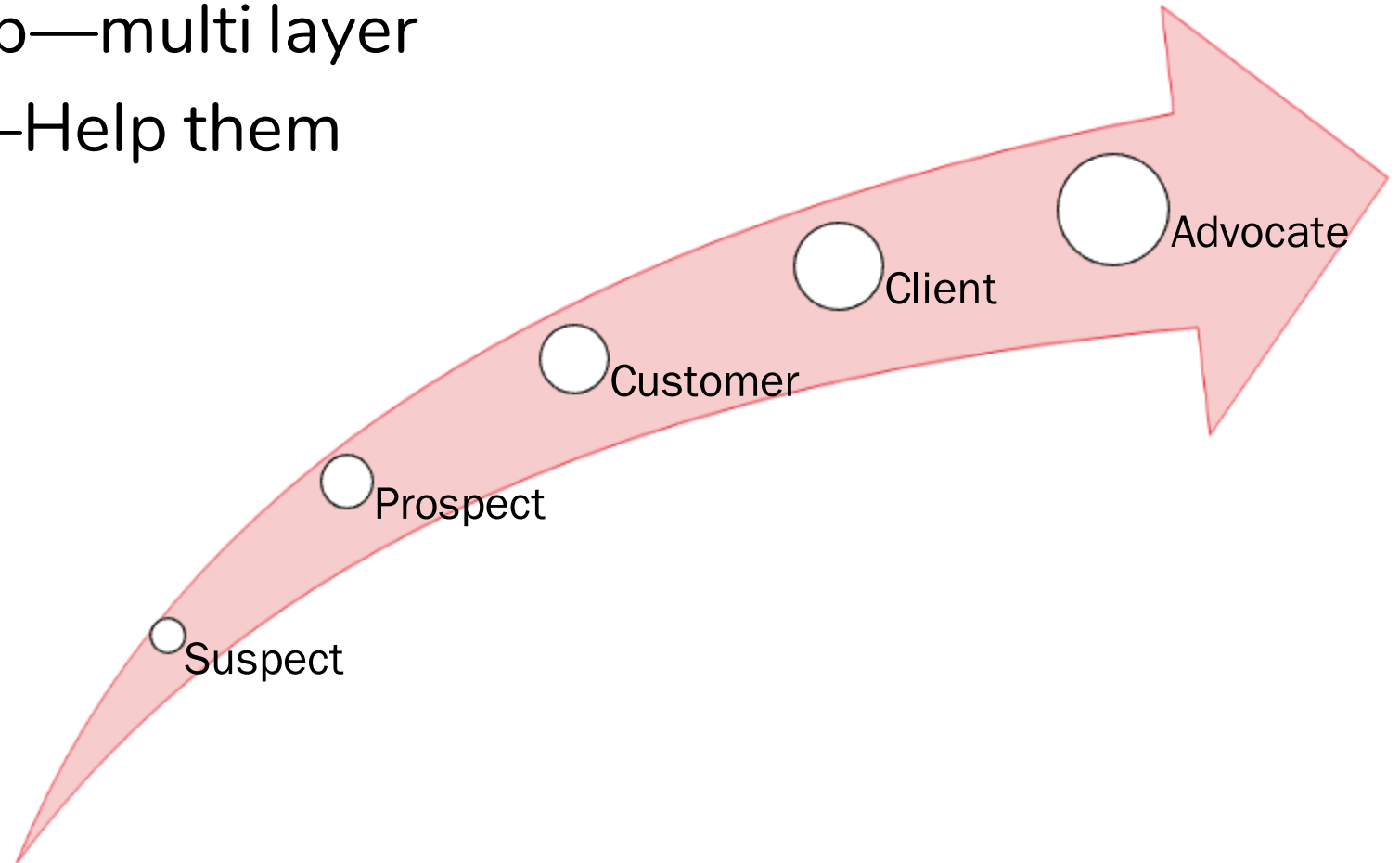
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# Remain Client-Centric

- Thought leadership
- Manage relationship—multi layer
- Create Advocates—Help them “sell” your firm



**AGC 2020** The Construction Association  
**CONVENTION**

# Executer Behavior

- Client Driven
- Client Retention Plan
- Accountable for their activities
  - Making Time
  - Revenue Goal
- Measure and adjust







# POUND THE PAVEMENT: THE ART OF NETWORKING

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# Nothing Replaces Time Together



Find associations where clients and prospects will be  
MUST be involved and stand out



Know at a level of shared/known interests



CRM is a must



Typical “sale” happens after 7 interactions...





# RACE DAY: SELLER-DOER EXECUTED

Additional Text Goes Here If Needed

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# Must Feel Like a Win-Win



ACCOUNTABLE FOR  
THEIR ACTIVITIES



MEASURE AND ADJUST



# GAME DAY: THE POWER OF THE EXPERIENCE

Additional Text Goes Here If Needed

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to Drive Results



# Make the Client Experience Distinct

- Know their project expectations beyond what got you there
- Involve many
- Plug in to each other's network
- 3<sup>rd</sup> Party Client Surveys—project and strategy based







**“DID YOU  
WIN?”:  
MEASURE**



# Find the Right Measure of Success

- Market knowledge
- Opportunities
- Win/Loss
- Client retention and NPS scores

A close-up photograph of several Chicago Marathon medals hanging from blue and red ribbons. The medals are silver with a blue center. The top of the medal features the 'Bank of America' logo. Below that, 'Chicago Marathon' is written in a red, stylized font. The bottom half of the medal depicts a detailed illustration of the Chicago skyline, including the Willis Tower and the Chicago Board of Trade Building.

# CLAIM YOUR MEDAL: THE BENEFITS

Additional Text Goes Here If Needed

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# Your Efforts WILL Pay Off

- The effort will show
- Clients become well-armed advocates
- Prospects are close
- Team is bought in early = Confidence
- Measurement & accountability is established

# QUESTIONS

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