



2021 THE CONSTRUCTION ASSOCIATION CONVENTION



AGC

THE CONSTRUCTION
ASSOCIATION

**The 10 Biggest Winning and Losing
Behaviors In Business Development**

Earn CE hours for this Session

Participants must:

1. Sign in using attendance sheet 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. If requesting AIA credits, please provide your AIA number so we can report your attendance. For questions regarding continuing education credits, please contact **Jo-Anne Torres**, Manager of Professional Development and Continuing Education, at jo-anne.torres@agc.org, or (703) 837-5360.



Earn CE hours 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 AIA Learning Unit (LU) | The Associated General Contractors of America is a registered provider of AIA-approved continuing education under Provider Number G523. All registered AIA CES Providers must comply with the AIA Standards for Continuing Education Programs.



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 **1.0 CPE credit** in the field of Communications and Marketing.



The 10 Biggest Winning and Losing Behaviors In Business Development

Learning Objectives

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

1. Identify the 4 Key Elements In Creating An Intentional "Go To Market Plan."
2. Discuss reasons why "Networking" Is Not Enough – Market Intel Must Be Gathered.
3. Examine How to Client Data Mine To Get To The Root of A Client's Key Decision Drivers.
4. Recognize the questions that reveal the real buying criteria.
5. Create A Winning Message That Resonates.

Hal L. Routh



President, Equalizer 9

Randy Fichera



Vice President of
Commercial Services,
Barnhill Contracting Company
Raleigh, NC

Craig Floyd



Regional Growth Leader,
Palmisano Construction
Nashville, TN
New Orleans, LA



THE 10 BIGGEST **WINNING** & **LOSING** BEHAVIORS IN BUSINESS DEVELOPMENT



AVERAGE INDUSTRY WIN RATE

20%



BEST OF THE BEST

45%



THE IMPACT OF WIN RATE

Current	<u>Pursuits</u>	<u>Win Rate</u>	<u>\$ Won</u>	<u>Net Profit</u>	
	\$1 billion	20%	\$200 million	\$4 million	
Future 1	\$900 million	35%	\$315 million	\$6.3 million	57% ↑
Future 2	\$850 million	45%	\$382 million	\$7.6 million	90% ↑



Losing Behavior #1

NO PLAN OF ATTACK



"The essence of strategy is choosing what not do."

**-MICHAEL PORTER, PROFESSOR,
HARVARD BUSINESS SCHOOL**



Winning Behavior #1

**A VERY INTENTIONAL
"GO TO MARKET" PLAN**



KEEPING SCORE

Sales % to goal

Win rate

Trend analysis



WHERE WILL WE PLAY?





SECTOR FOCUS EVALUATION MATRIX

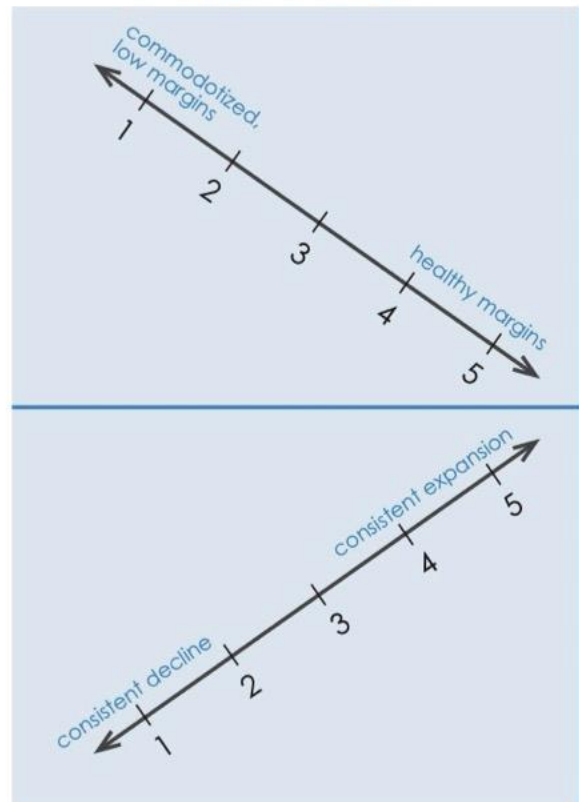
CONSIDERATIONS

- # of competitors
- complicating factors
- barriers to entry
- risk profile

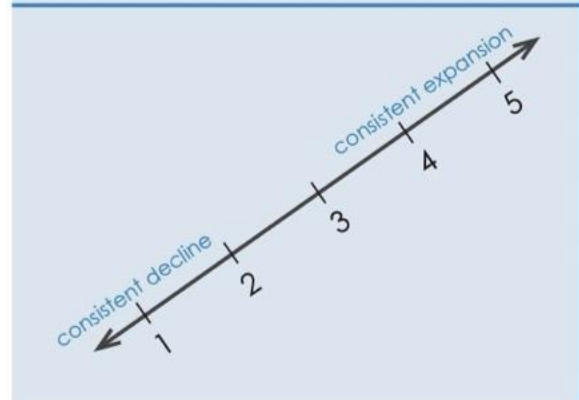
CONSIDERATIONS

- volatility / cyclical
- demographics
- trends

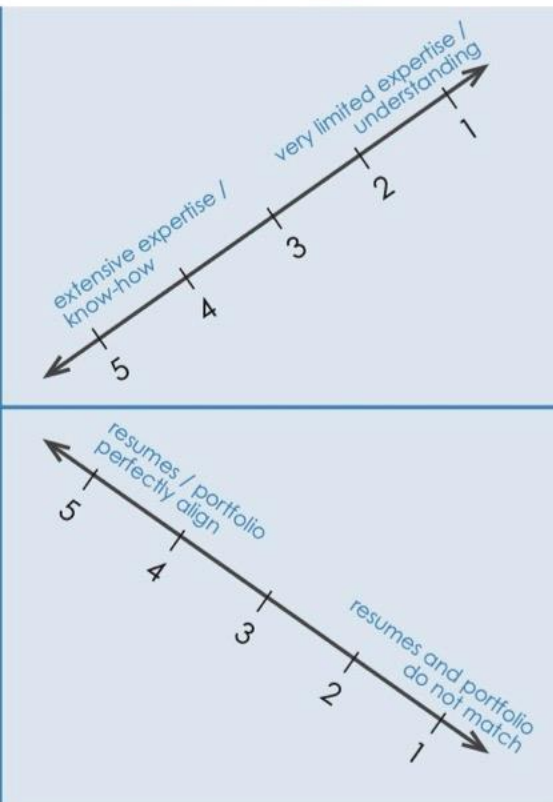
PROFITABILITY



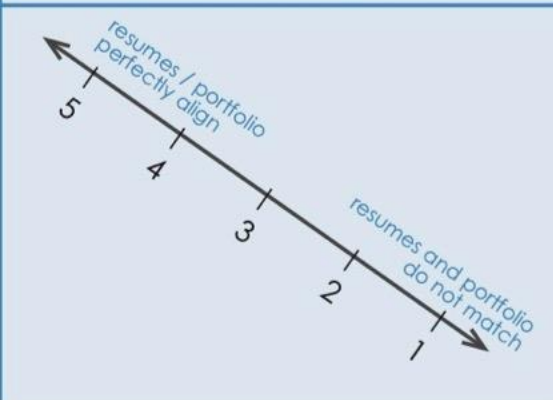
REPEAT-ABILITY



CAPABILITY



WIN-ABILITY



CONSIDERATIONS

- manage risk?
- know the pitfalls
- depth of resources
- experts on team

CONSIDERATIONS

- can we tell a story?
- team with resumes that matter
- portfolio of relevant experience



RELATIONSHIPS, NOT TRANSACTIONS

Create target client list

Stay close even when zero opportunities

THE BEES

- Architects
- Civil Engineers
- Commercial Real Estate Attorneys
- Commercial Real Estate Bankers/Equity Funds
- Commercial Broker
- Major Subcontractors
- Land Planners
- Geotech Firms
- Furniture Vendors



5 = 90%





COMMUNITY ENGAGEMENT



GO TO MARKET DEVELOPMENT PLAN™

for **ACME Construction**

OUR SALES GOALS ARE:	SALES TO DATE	SALES % OF GOAL	WIN RATE FOR THE YEAR
\$100 M	\$ 80 M	80%	36%

OUR PIPELINE GOALS ARE:	PIPELINE TOTAL	PIPELINE % OF GOAL
\$500 M	\$ 410 M	82%

SECTOR FOCUS	TARGET CLIENTS	EXISTING CLIENTS	THE BEES-NETWORK / INFLUENCERS	COMMUNITY/ORGANIZATIONS
K-12	Lee Oxford Wake Kent Poxleyr Brunswick Salem Johnson Cauley Orange Westminster	Biddell Co Carson City	LKMH Smith Arnot Lynch Smith Edwards Lowell Mosely Becker Clark Goins Bunn	A4LE School Board Assn
Mixed Use	Ashley Partners Kaplan Morgan Turncurry Hoffman Grant Ventures Role Grant Young Partners East Partners Zimmer Partners Crescent Cloud Hannover Kanely Hines Dexter CAM Ventures	River Realty Mulder Kennedy	Davis Cling Design New Architecture BOA SI Capital McMurry S&BE White Lynch Smith Gensler Federal Partners CBRE Topheer Group	ULI Naiop

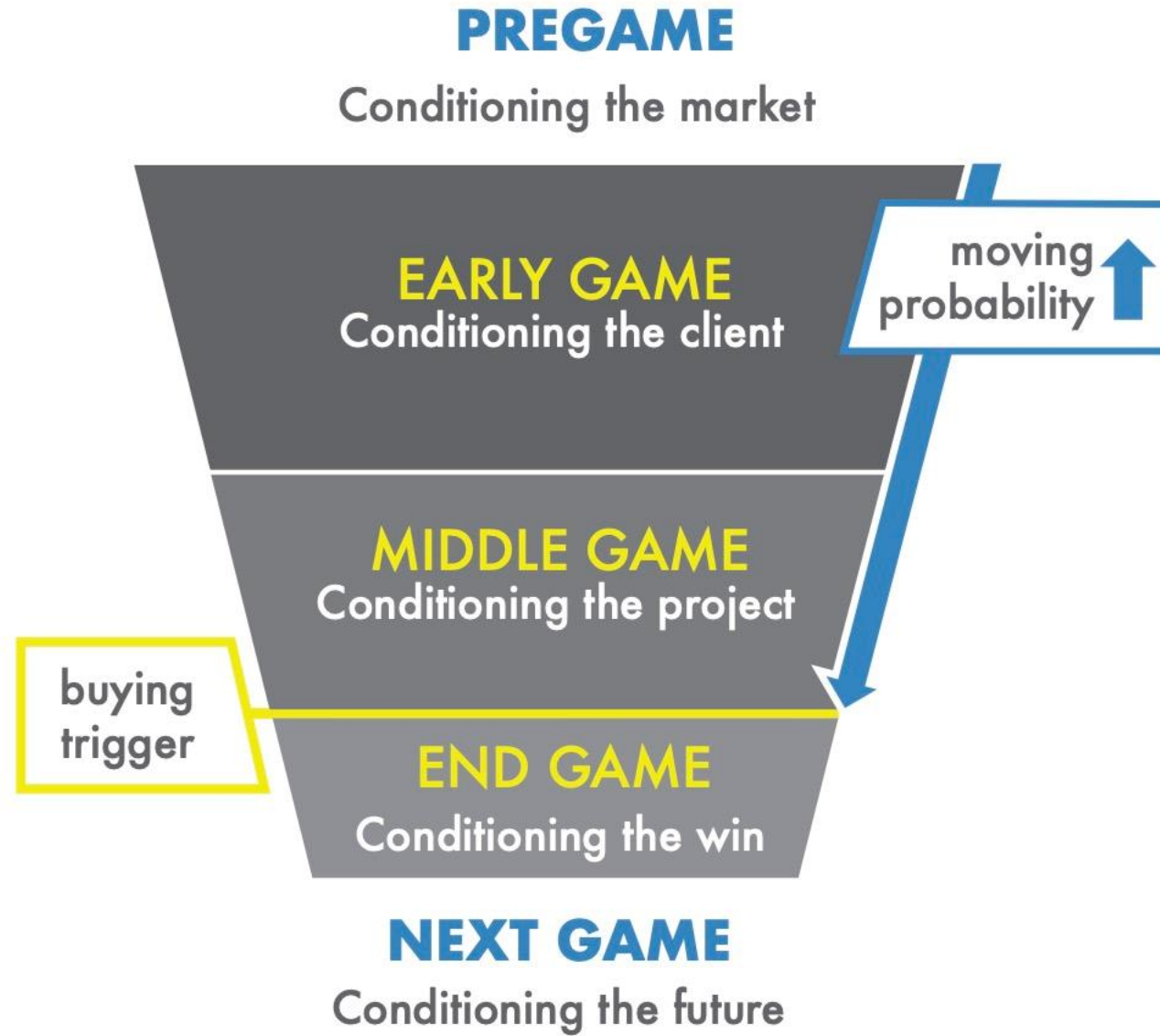


Losing Behavior #2

**OVER RELIANCE ON
LAST MINUTE RFPs**

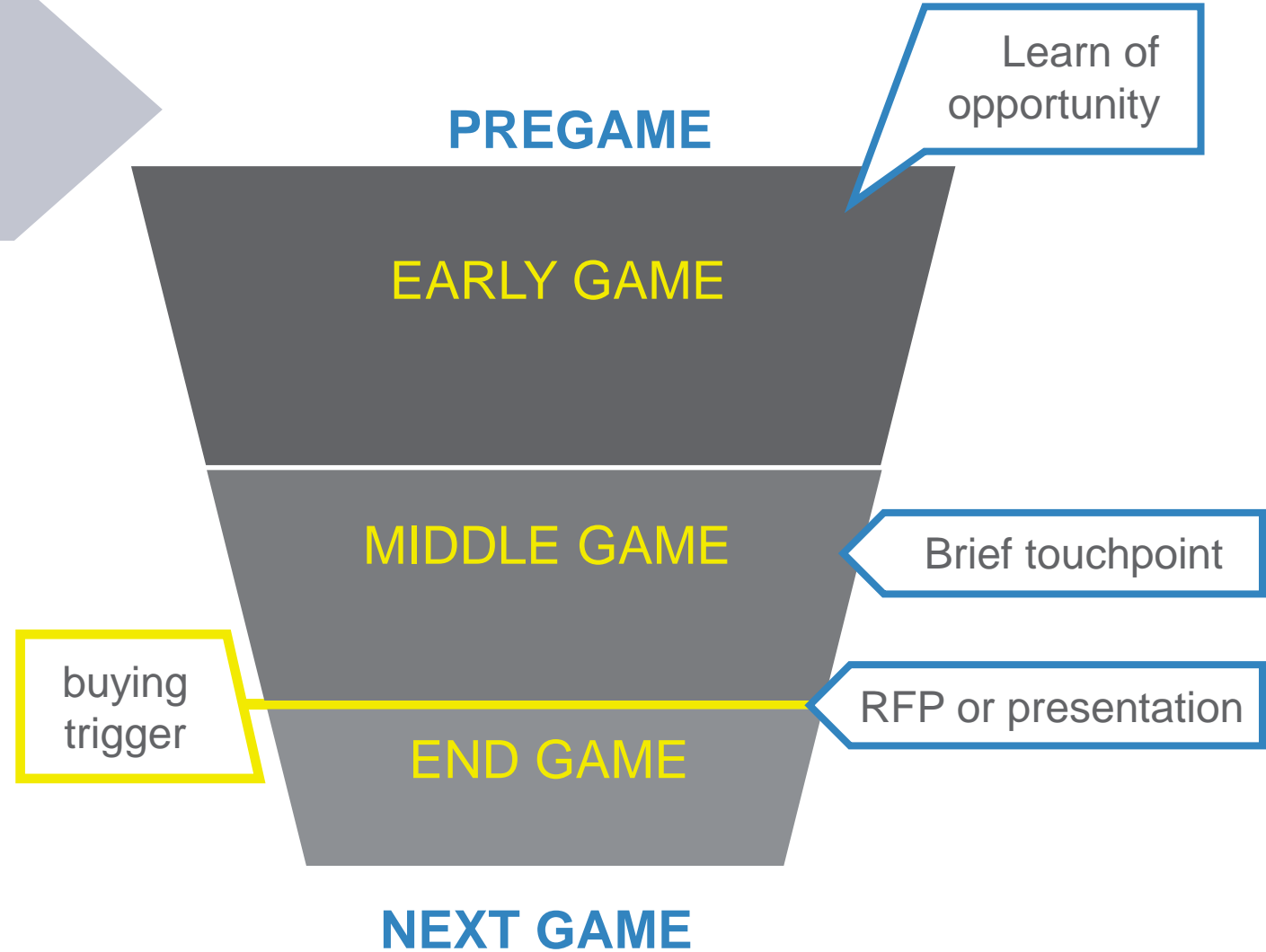


THE GAME



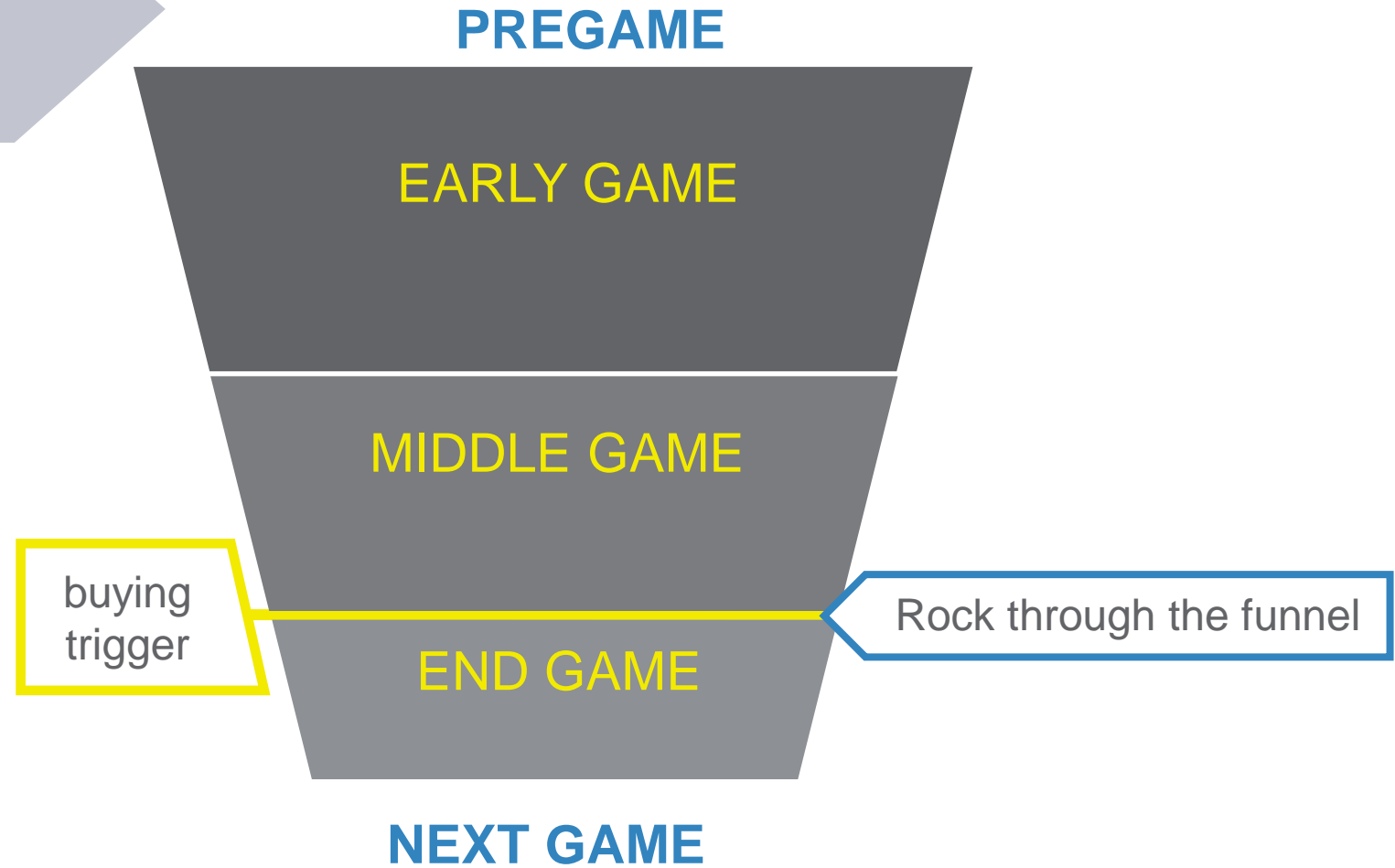


Losing Scenario #1





Losing Scenario #2





PLAY THE
ENTIRE
GAME

01 : 37.8

HOME

50

QTR
1234

GUEST

06



Winning Behavior #2

PLAYING THE ENTIRE GAME



A SUCKER AT EVERY TABLE





Losing Behavior #3

POOR PROSPECTING

"FLIPPED"

- Little early prospecting, data mining, zippering
 - Counting on RFPs to the masses
 - Low win rate
- Rocks though funnel



"THIN"

- Little early prospecting
- Dependent on a few leads
- Can't afford to decline any pursuits
- Win rate could be okay but limited volume and may take on risky work



Winning Behavior #3

AGGRESSIVE & CONTINUOUS PROSPECTING



PROSPECTING & LEAD GENERATION

FOLLOW THE BEES.



PROSPECTING QUESTIONS

THE BIG 5 Q'S

1. What projects are you guys working on that would be a fit for us?
2. What projects don't have general contractors on board yet?
3. What are you guys pursuing now that we should be pursuing?
4. What are projects that you recently lost and who got it?
5. If you were me, what clients would you be getting close to right now?



"HEALTHY"

- Ample opportunities
- Affords ability to qualify and weed out
- Playing the entire game, selectively



Losing Behavior #4

"THROWING UP" ON THE CLIENT





WE are so experienced

WE are so financially strong

WE have been in business so long

WE have built so many great projects

WE have the best people





ESTABLISH
CREDIBILITY...
YES

But, we must address their
PURPOSE, PAIN, & PASSION.



Winning Behavior #4

INTENSIVE CLIENT DATA MINING

CLIENT DATA MINING GUIDE

Primary Questions



DECISION PROCESS

- 1 How will you make your decision?
- 2 What factors will weigh the most?
- 3 Who gets a vote - you and who else?
- 4 When will you make the decision?
- 5 Will there be an RFP process?
- 6 Is there a price component to the decision process?
- 7 Fee & GC component or pricing the drawings?
- 8 What level are the drawings and what level upon decision?

SUCCESS TRAITS

- 1 What is the number 1 thing that will make or break the success of this project for you?
- 2 What went really right, or something you really liked on a past project?
- 3 How can we help you win this deal/tenant?

PEOPLE

- 1 What do you look for in your superintendent or project manager?
- 2 Describe the perfect guys so we can match it up for you.

PET PEEVES

- 1 What are your pet peeves on a construction project?
- 2 What are some things that you have been burned on in the past, or have not gone well in past construction projects?

FEAR, UNCERTAINTY, DOUBT

- 1 What worries you the most about the project?
- 2 When you wake up at 2AM and can't go back to sleep, what is it about this project that is keeping you up?

COMPETITION

- 1 Who is our competition on this?
- 2 Is there a favorite?

CLIENT DATA MINING GUIDE

Drill Down Questions



SCHEDULE

- 1 Do you have a specific opening date you are trying to achieve?
- 2 Do you have liquidated damages from a tenant?
- 3 Do you need to get into the building 90 days prior to opening for FFE move in or training?
- 4 Have your last several projects been late such that you have been burnt?

EXPERIENCE

- 1 Are you looking for the Project Manager or Superintendent or Preconstruction guy to bring certain specific levels of experience in industry, or specific to the type building to make sure you have an expert?
- 2 Is there one critical element in the building that scares you and you want to make sure you have an expert?

BUDGET

- 1 Is there a specific budget you are trying to achieve?
- 2 Have you promised a lease rate such that there is a cap on what you can spend and the lease rate work?
- 3 Or are you concerned with price escalation in the market and want to understand how you can mitigate fast price escalation in commodity items?

QUALITY

- 1 Have you had maintenance and durability issues in the past?
- 2 Is it more an aesthetic quality or a life cycle issue?
- 3 Or have you seen shoddy workmanship in the past?
- 4 Poor punch management?
- 5 Bad warranty experience?

FOLLOW-UP QUESTIONS

- 1 Tell me more.
- 2 How so?
- 3 Can you give me an example or more specifics?



Losing Behavior #5

POOR RELATIONSHIP BUILDING



OUR TEAM

Kelly, VP

Jeff, BD

Janet, PX

Fred, PM

Ernie, Supt.

CLIENT TEAM

Joe Sr, Pres.

Joe Jr., VP of Development

Wendy, Director of Construction

Bill, Facility Manager

Lilly, Leasing



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Janet, PX

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Bill, Facility Manager

Lilly, Leasing



Winning Behavior #5

STRATEGIC CLIENT ZIPPERING



PEOPLE DO BUSINESS WITH
PEOPLE THEY LIKE.





ZIPPER-UP THE RELATIONSHIP

OUR TEAM

Kelly, VP

Jeff, BD

Janet, PX

Fred, PM

Ernie, Supt.

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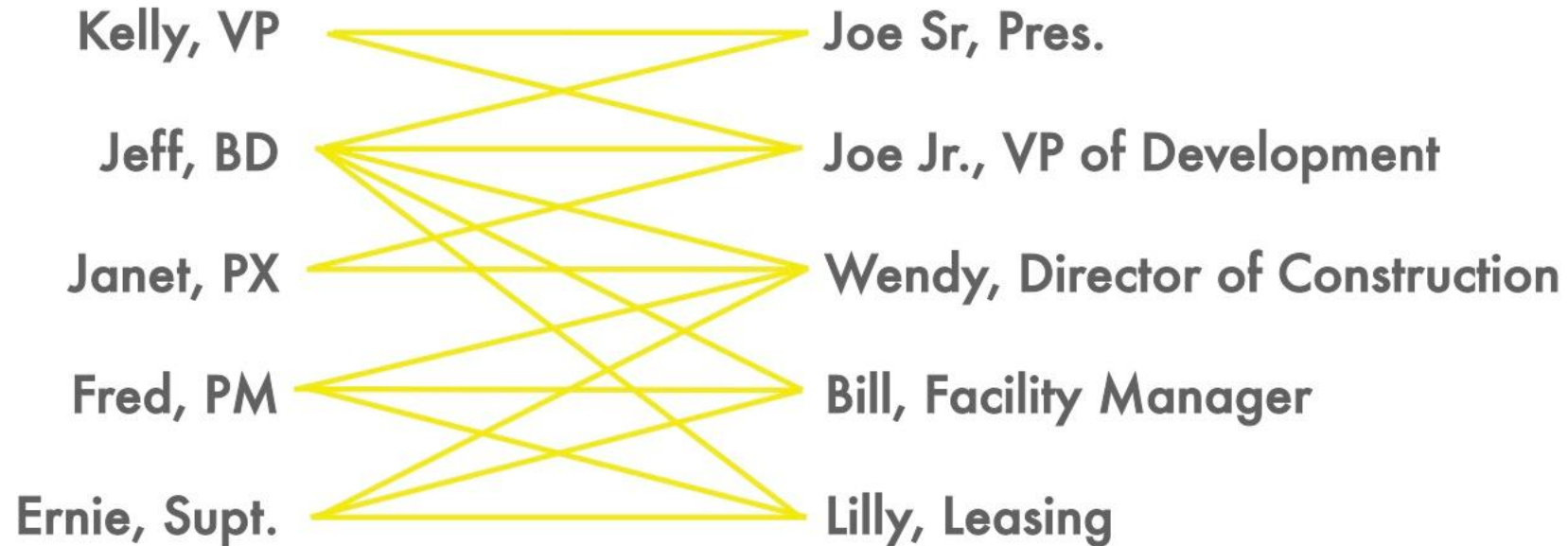
Lilly, Leasing



ZIPPER-UP THE RELATIONSHIP

OUR TEAM

CLIENT TEAM





SEEK RELATIONSHIP BUILDING OPPORTUNITIES



ZIPPERING WITH A PURPOSE



Client Workshops (VE, Technology, etc.)



Project Tours



Losing Behavior #6

**FAILURE TO SLOW DOWN & THINK
ABOUT HOW YOU ARE GOING TO WIN**

SYMPTOMS



No idea who the competition is

Zero thought on solving their problems

A proposal that is 100% boiler plate

Throwing together a presentation the day before

Always using the excuses of:

- If they don't see how good of builders we are...
- It all comes down to price anyway



Winning Behavior #6

A WIN STRATEGY & MESSAGING PLAN

WIN STRATEGY & MESSAGING PLAN™

Equalizer9
chase less. win more.



THE OPPORTUNITY *last update:* 1/06/2019

CLIENT NAME:

State Division of Cultural Resources & State Museum of History

PROJECT NAME AND LOCATION:

State Museum of History Renovation & Addition, Mayberry

\$ AMOUNT:

\$200,000,000

DESCRIPTION:

Renovations to 150,000 sf, additions of 200,000 sf, plus 500 car structured parking deck. Coordination of exhibit installation

DELIVERY METHOD:

CM-at-Risk

CRITICAL DATES: (RFP, presentation, preconstruction start, construction start, finish)

RFP expected early February 2019
Presentations late February 2019, precon start mid march 2019; Const start Spring 2020, Finish date of Fall 2021

OTHER MATERIAL FACTS:

Occupied construction, tight logistics, numerous consultants, C3PO architect, heavy involvement from state historic board

THE CLIENT'S WHY

1. Client's Mission Statement

The Division of State History Museums collects and preserves artifacts and other historical materials relating to the history and heritage of the state in a local, regional, national and international context to assist people in understanding how the past influences the present. Exec Director quote-At the State Museum of History, we are committed to creating a place where you can explore, learn, and enjoy programs, events, and exhibitions that celebrate the state's past, present, and future.

2. Ultimate Purpose

Create a place that can celebrate the history of the state for many generations to come

3. End User's Purpose(s)

Same



4. Client's Biggest Fear

Funding timing and funding challenges; solutions for the parking puzzle; disruption to existing operations for patrons overall experience; the phasing-what goes in what order is complicated; a facility with flexibility and adaptability for the changing times and changing exhibits

5. Client's Definition of Success

A Facility that honors our state, and that we can be proud of for generations that is built with sound stewardship

THE MAJOR CLIENT STAKEHOLDERS

Name, Title	Personal Victory or Motivation	Key Project Issues
Ken Hughes, Executive Director	Ken creates a legacy facility that he can be proud to say he built for this state	Parking issue; budget/funding; phasing; making the right long term design decisions; Zero disturbance to patrons
Steve Jones, Architect project exec	Is able to develop a highly applauded design while being financially rewarding for C3PO Architecture	Parking challenge; phasing; staying on budget while also creating a compelling design
Frank Bureaucrat , Sco lead	Follows all SCO guidelines and is without controversy or litigation	Sco processes followed; budget adhered to; HUB goals met; Risks are mitigated
Kelly King, Facility Maintenance Mgr	Don't make his job harder while we are here	Facility easily maintained; durable finishes; warranty ease

OUR PROPOSED TEAM

Name	Role	Why Right for This Project?
Bob North	Project Executive	Iconic downtown Mayberry exp; CMAR expertise; Large Project expert, Museum Exp; Experience being invisible with Disney projects
Bob South	Superintendent/Site Operations Lead	Downtown Mayberry experience; CMAR expert; occupied construction expert
Tammy Dollars	Precon Manager	Large Downtown Mayberry Exp; C3PO experience; Museum Expertise; track record in reaching GMP goals
Linda Smith	Outreach Director	10 Successful Mayberry Projects with 30%+ minority participation
Joe Alphonso	Project Manager	Museum Experience; downtown Mayberry Experience; occupied construction exp



ZIPPERING PLAN

Our Team + Role	Bob North, PX	Bob South, Supt	Tammy Dollars, Precon MGR	Linda Smith, Outreach	Joe Alphonso, PM	Name, Title	Zippering Opportunity
Client Stakeholders ↓	↓	↓	↓	↓	↓	↓	
Ken Hughes, Exec Dir.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Tour of 2 iconic Mayberry projects; lunch meetings
Steve Jones, architect PX	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Tours; lunch meetings
Frank Bureaucrat, SCO Lead	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Workshop- Demonstration of laserscanning applications and
Kelly King, Facility Maint MGR	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Workshop- Demonstration of Bim to FiM applications
Name, title	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Name, title	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

KEY ISSUE ANALYSIS *(pain points, pet peeves, buying criteria, motivation factors)*

Key Issue	Activity Offering Solution or Comfort	Benefit to Client (what's in it for them?)	Proof (quotes, stats, case studies)
Occupied Construction , challenging logistics	Detailed internal restack plan including timing-a 4 d restack model; show internal measures to create separation from patrons, noise and dust mitigation, and wayfinding for patrons, Create artifact protection plan and perhaps a chain of custody protocol; Detailed external logistics plan showing street closures, laydown, pedestrian and auto rerouting; perhaps Disney case study? Other case study?; Show relevant occupied renovation successes	Zero disruption to patrons; Artifacts are safe and sound under our watch; we are invisible.	Quote from Mayberry Performing Arts Exec Director & Conv Center ; Case study from Disney; Case Study on Logistics from County Justice 4 blocks away



Passion for state and generating excitement in the project	Show connection to the state- # of native the state on team, Jim tells story of company connection to state; each NC native says in their intro- "The Smiths came to the state in 1750's." We hammer the message that this is more than a building- it's the story of who we are and we will bring passion everyday ; create a list of outreach moments to tie the community to the project and the vision;	You get a partner that shares your passion for the state, and shares your mission. We will promote excitement for whats coming.	#of natives on team; Story of the company; #of iconic state projects
Systems-MEP, lighting, humidity tolerances	. Wayne Mott and other MEP experts on team to highlight precon plan to ensure maximum efficiency and correct design; commissioning plan	Your systems work on day one	Quote from past clients
Community Engagement & HUB Involvement	Create a HUB plan; show record of success; Highlight the minority partner relationship with CM team- not just convenience; Create an outreach plan to generate community engagement	You exceed your minority participation goals	Past record of hub success
Experienced Team and Temperament of Team	Show team experience in 1)CMAR/SCO, 2)Museum , 3)Iconic state bldgs., 4)Occupied Renovation, 5) Downtown Mayberry, 6)JV past successes; highlight individual team members relevant experience and talents as it relates directly to this project; Map of downtown Mayberry experience; Highlight how local our team is and how responsive we can be-especially in precon/pre-planning	Highly Responsive And Always Available	Chart of team highlighting 6 categories; map of Mayberry projects
Experiential Exhibits Experience	Talk to an exhibit installer or designer to understand what their challenges are -how we can add value during construction and after- create checklist of how we will bring value; Emphasis on how we offer flexibility and adaptability for future exhibits-show this virtually with a "behind the exhibit" look at systems that allow for "plug and play" functionality; accurate as-builts plan; Coordination plan with installers	no hassle execution of exhibits-they get done efficiently	Show Disney case study; air force museum case study
Precon and Budget Stewardship	How we control costs; how we mitigate inflation; how being very local saves general conditions; focus on problem solving in 1)MEP 2)Parking Puzzle, 3) Logistics/Occupied Construction, 4)Experiential Exhibits flexibility & coordination, 5)Artifact protection	Maximum scope for the minimum price. Tax payer stewardship	Past record of GMP vs final costs
The Parking Puzzle	We know what parking costs in Mayberry area; Offer solutions; Discuss P3 possible solutions	You get a partner with the relationships to solve the challenge	P3 Case studies of the Duncan, and riverview

GHOSTING *(exploiting competitors' weaknesses)*



Relevant Competitor Weakness

Standing By Your Work & Unsuccessful Projects- Competitor #1 has the state building quality problem with SCO lingering; Also, Train Station had serious challenges for Competitor #1

Teams are not Proven JVs- Competitor #1 JV recently went badly; Competitor #2 JV not as proven as ours and certainly not in Mayberry

Prominent team members of competitors from out of town will hurt responsiveness and add significant OTL

Strategy to Ghost This Weakness?

→ We highlight our repair efforts of their quality problem as a relevant downtown project briefly- that's all-it will remind them of who did not stand by their work. Also, we highlight our history of successful projects with no client litigation in downtown Mayberry. "Please call any of our owners."

→ Our team has done 4 successful JVs(all in Mayberry) and our people have worked together. No learning how to work together on your nickel and your clock

→ Make sure they know where each team member lives and how long it takes them to get to architect or Museum offices. Show the email from the hotel asking if they could book us rooms if we won the project- others will need it but we will not- saving you \$ that can be put into more scope for the museum



Losing Behavior #7

THINKING IT'S A NUMBERS GAME



Commodities are a
NUMBERS GAME

Specialized services are a

FOCUS GAME



Winning Behavior #7

A ROBUST GO/NO GO PROCESS

GO / NO-GO GUIDE™

Equalizer9
chase less. win more.

PROJECT: _____ DESCRIPTION: _____

CLIENT: _____ DECISION: _____

WILL THE PROJECT BE PROFITABLE?

	YES	NO	UNKNOWN
1. Will the client pay timely?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Is the decision based primarily on qualifications? (Not on price.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Are we comfortable with the client's ability to fund the project?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Are the contract terms acceptable?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Will the project meet our profit goals? (Ran a model?)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DO WE HAVE CAPACITY AND CAPABILITY?

	YES	NO	UNKNOWN
1. Does the project match what we do well?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. We can mitigate all risks appropriately?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Can we field a team that can successfully execute this project? (Who are they?)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Can our preconstruction team dedicate appropriate resources?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DOES THE CLIENT MATCH OUR VALUES?

	YES	NO	UNKNOWN
1. Will the client treat our people with respect?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Will the client do what's right?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. There are zero past examples where this client exhibited unfair or corrupt practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DOES THE PROJECT HAVE A HIGH PROBABILITY OF WIN?

	YES	NO	UNKNOWN
1. Have we met the ultimate decision makers prior to end game?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Have we zippered up the relationship?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Have we data mined for the client's key issues?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Do we have a compelling win message developed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Can we offer a team whose resumes match the project well?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Is the probability of win 33% or greater?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DO WE HAVE THE RESOURCES/TIME TO PUT OUR BEST FOOT FORWARD?

	YES	NO	UNKNOWN
1. Does our marketing team have the capacity to put together a high quality and compelling message?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Are we able to put forth our best effort on all opportunities, with no competing deadlines?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Can we dedicate the time and energy required to articulate our win message?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Can we dedicate the necessary time to preparing / practicing a presentation that resonates?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>





Losing Behavior #8

DEATH BY POWERPOINT





THE PRECONSTRUCTION PROCESS

Special Attention During The Preconstruction Phase:

Supply Chain & Procurement

- Material selection input on availability
- Early purchases and delivery
- Lead-time management

Long-Term Durability & Ease of Maintenance

- Life cost analysis
- Design for easy maintenance access
- Durability assessment of finishes

Attention to Kitchen Details

- Cross contamination and allergy considerations
- Equipment layouts
- Food odor control
- Baset floor – no trapped bacteria
- Code compliance – inspections!

Special Attention During Construction & Closeout

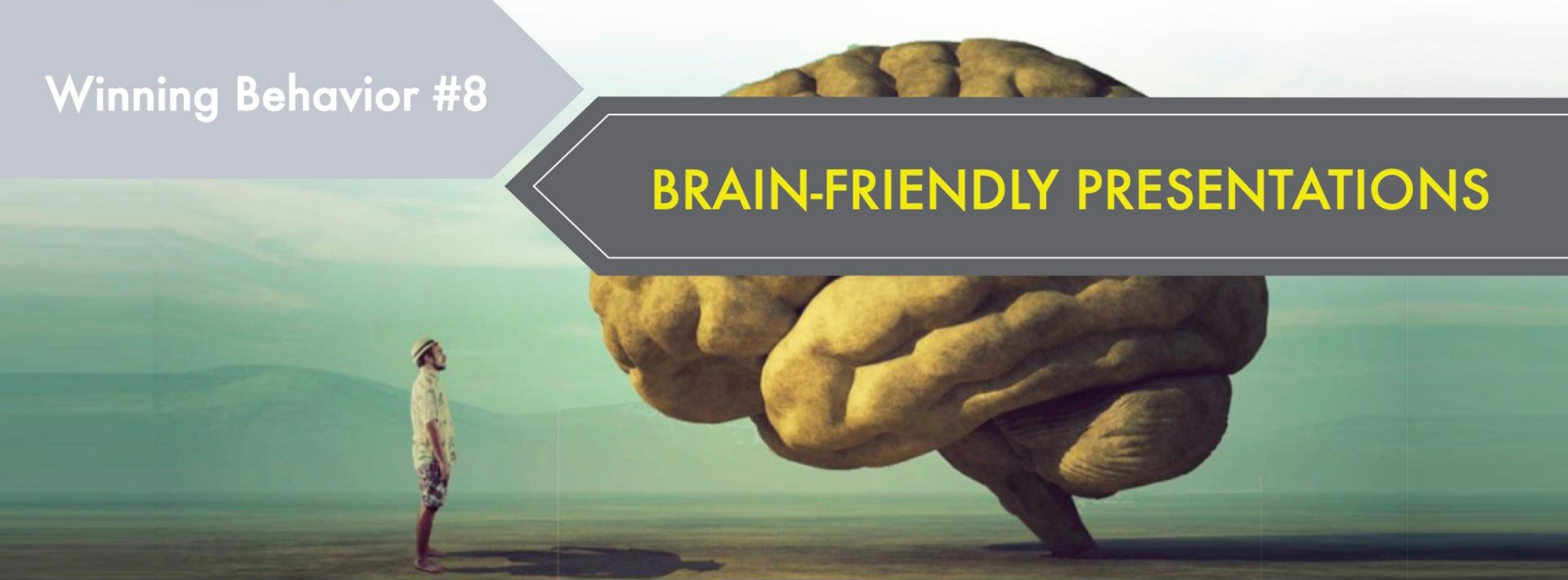
Closeout & Training

- Accurate Digital As-Builts with BuildR technology
- Train staff on function and maintenance
- System component commissioning and testing
- Owner portal for instant access to the documentation you need. Training videos, warranties, maintenance schedules and more!



Winning Behavior #8

BRAIN-FRIENDLY PRESENTATIONS



COST CONTROL STRATEGY – FOCUS ON THE BIG COST DRIVERS

Site / Retaining Walls

Structure

Envelope

Mechanical

Electrical





PRECON RESOURCES LIKE NO OTHER





EARLY VALUE ENGINEERING

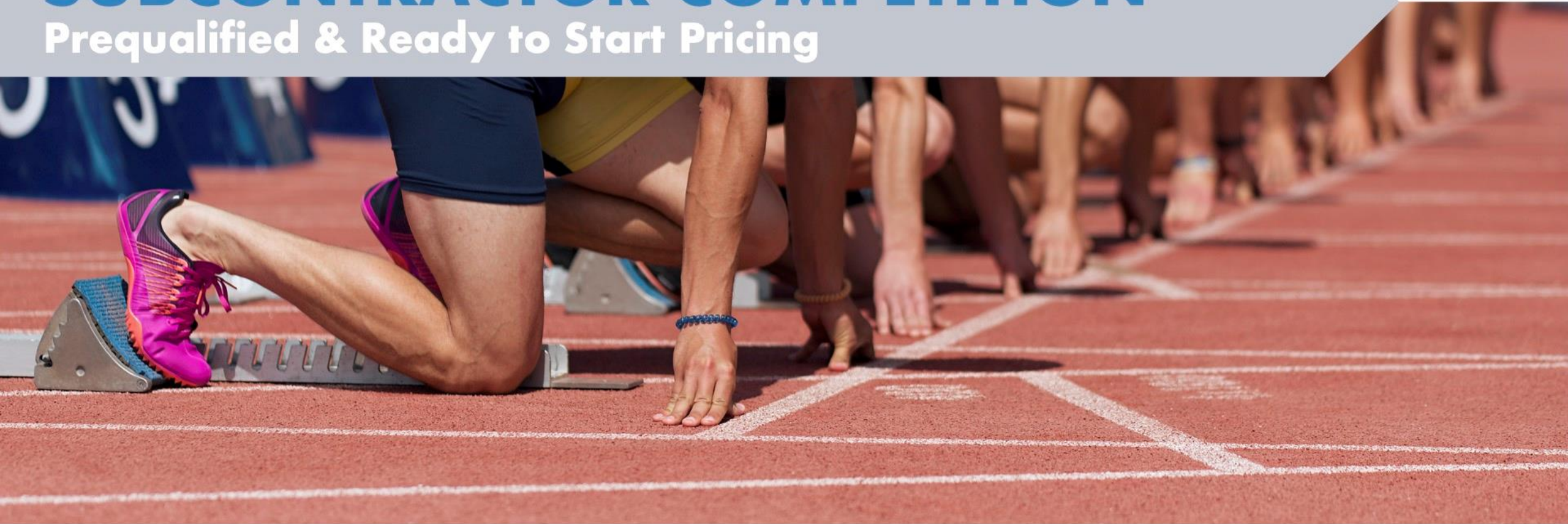
No Last Minute Budget Fires





SUBCONTRACTOR COMPETITION

Prequalified & Ready to Start Pricing





Losing Behavior #9

**NO FOLLOW UP ON
WINS & LOSSES**



Winning Behavior #9

DEBRIEFS THAT CREATE LEARNING & SENTIMENT



LOSING DEBRIEF QUESTIONS

Why did we lose?

What could we have done better?

What did the competition do that set them apart?

Did we bring the right team?

What should we do different going forward?



WINNING DEBRIEF QUESTIONS

Why did we win?

What could we have done better?

What did our competition do that resonated?

How close was the decision?



Losing Behavior #10

POOR PERFORMANCE

SYMPTOMS



Schedule Lapses

Change Order/Budget Overruns

Poor Quality

Litigation

Unhappy Clients



Winning Behavior #10

EARLY GAME

END GAME

PERFORMANCE
& REPUTATION

QUESTIONS?





WIN RATE

QUANTITY

of wins

of pursuits

VOLUME

\$ of wins

\$ of pursuits



WIN RATE

QUANTITY

$$\frac{11 \text{ wins}}{40 \text{ pursuits}} = 27.5\% \text{ win rate}$$

VOLUME

$$\frac{\$110 \text{ million wins}}{\$720 \text{ million pursuits}} = 15.2\% \text{ win rate}$$



ESTABLISH
SALES GOALS

THAT FUEL
REVENUE
GOALS