



Making sure
your next
move is **up**

Prosperity Doesn't Have to End

Learn how to manage your Company
in a softening economy

Part I: "Get Work"



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- Sales analysis
- Strategic markets
- Marketing plan
- Networking plan
- Differentiation

Contractor's Sales Analysis



- Owner name
- Job name
- General contractor name
- Customer type
- Job type
- Other service providers

Contractor's Sales Analysis



- Number of jobs
- Total revenue dollars
- Total gross profit dollars
- Total gross profit percentage
- Average original gross profit percentage
- Average final gross profit percentage
- Average accounts receivable days

- Strategic markets
 - What we do well by customer type
 - What we do well by job type
- “A” customers
 - Customer evaluation matrix

When Do We Know We have a Niche?



- Can we compile total revenue by customer type and/or job type?
 - Do we have a market share?
- Do we have any recognizable customer names within customer/job type?
 - Schools - Harvard
 - Hospitals - MGH
 - Tenant - Fidelity

When Do We Know We have a Niche?



- Will those customers say “WOW” when a prospect calls for a reference?
- Can we identify the other service providers that specialize in that niche?
- Can we identify our best competitors in that niche?
- Can we identify the differentiating factors between our own organizations and theirs?

- From the information gathered up to this point, you will be able to build your company's and your individual marketing/networking plans

- Job photography by niche
- Testimonials by niche
- Direct mail/newsletter - external communications
- Newsletter/intranet - internal communications
- Signs/logo's
- Web site
- Public Relations

- Compile business relationships based upon information from sales analysis
 - Owners
 - G.C.'s
 - Sub's
 - OSP's
 - Trade associations
 - Political
- Select 25 “winners”
- Set a goal of 3-4 meetings per year
- Measure your actual activity vs. plan

- Differentiating factors
 - Create a “Famous Person”
 - Create industry knowledge
- Build a proposal template in a flexible fashion
- Think through unique items within your presentation

Proposal Do's and Don'ts



Do's

- Reinforce benefits
- Test and refine message
- Use active tense
- Keep desired outcome in mind
- Use your network of contacts
- If win - ask clients what sold them on us
- If lost - ask why

Don'ts

- Regurgitate RFP
- Bid on jobs unqualified for
- Assume that owner knows you and your company
- Waste your time if you know you have no chance of winning or it's an industry you don't want to enter
- Emphasize features

Agenda Part II

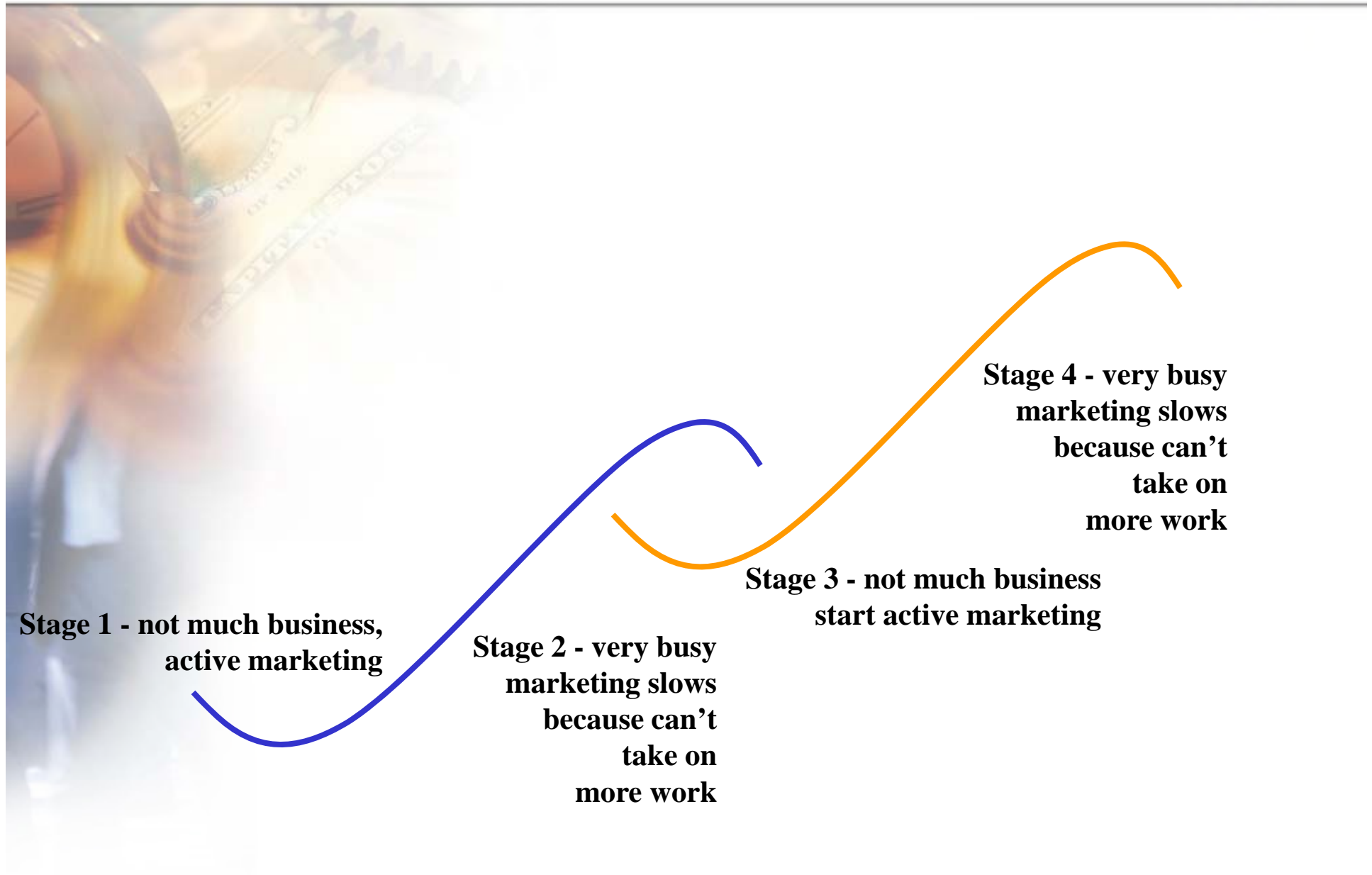


- Marketing 101
- Marketing job description
- Implementation
- Database/market research
- Public relations
- Technology
- Client satisfaction
- Goals and measurements

- Most successful marketing/business development effort
 - Why do you consider it successful?
- Least successful marketing/business development effort
 - What did you learn from it?

- 4 P's of marketing
 - Product/Service
 - Price
 - Place
 - Promotion

Don't Fall into the Marketing Trap!



Who is Your Marketing Person?



- CEO
- Project Executive
- Project Managers
- Marketing/Business Development Director
- Marketing/Business Development Coordinator

Marketing Job Description



- **Director**
 - 5+ years experience
 - Drive marketing agenda
 - Implement marketing plan
 - Push marketing onto staff
 - Coach staff along the way
 - Keep senior management focused on target market/strategy of the firm
 - Become knowledgeable in IT
 - Take the Firm to the next level
- **Coordinator/Administrative**
 - 0-4 years experience
 - Asks/suggests what to do
 - Creation of personal letters
 - Creation of press releases
 - Maintain databases
 - Track new business
 - Ensure participation in associations
 - Proposal review
 - Web site updates
 - Collateral management
 - Train staff on database
 - Create/maintain marketing calendar

- Executing a marketing plan
- Public relations
- Technology

Keys to a Good Mailing Piece



- Have a reason to mail
 - Solidify existing client relationships
 - Stimulate interest of what you offer
 - Get new clients
 - Support current marketing activities
- Creating mailing piece
 - Budget
 - Audience
 - Break through the clutter
 - Provide reason to have someone call you

- Where to get a good list
 - Clients, friends, referral sources
 - Associations you belong to/or that are specific to your target industries
 - AG's office
 - Book of lists
 - Dun and Bradstreet
 - Other mailing list sources

- Will allow you to identify wants and needs within your industry groups
- There are plenty of sources for this type of information
 - Dun & Bradstreet
 - Trade Groups/Associations
 - Governmental web sites
 - Market research companies (marketresearch.com)
- See what your competitors are up to

- Create press list and maintain just as you would for prospects
- Goal - become a source for an editor/writer
- Submit outline ideas before sending completed article
- Create a calendar for releases
- Should add value to the firm
 - Discuss trends, research, case study format, announcements/firm news
- Sponsorships
- Community relations

Examples for PR



- Promotions
- Trade association involvement
- Community involvement
- Alumni involvement
- Groundbreaking/Job completion
 - Geographic publication
 - Industry publication
- Awards

- Give people the option of receiving materials electronically
 - When making updates to web site, email to industry distribution list with link going to your site and section of interest
 - Follow up meetings with email of notes/project status
 - E-mail brochures, newsletter, marketing collateral
 - Mass e-mail
- Pro's and Cons

Client Satisfaction Surveys



- Direct mail
- On-Line
- Telemarketing
- One on One (CEO with top clients)
- Focus Groups

Key Client Satisfaction Survey Questions



- What did we do well
- What did we do poorly
- Who have you used in the past
- Would you use us again
- If you couldn't use _____, who would you use and why
- Quality of work
- Safety
- Meet the schedule
- How effective executing punch list
- Quality of paperwork
- Cooperation with other trades
- Proactive vs. reactive
- Which staff member would you want on future jobs
- What is your opinion of our company
- What areas do we need to improve

Measuring the Results



- Do we have a system to measure?
- Track new business
- Which activities are paying off (ROI)
 - Why?
 - Why not?

Goal of Marketing within a Company



- Take thoughts, technical ideas and make marketable
- Generate qualified leads
- Remember marketing does not happen overnight
- Act as funnel for marketing within organization
- Make owner/vp's/upper management say "WOW"

Acknowledgements



- *Managing the Professional Service Firm* - David H. Maister
- *True Professionalism* - David H. Maister
- *Rain Making* - Ford Harding
- “*What is Strategy?*” - Harvard Business School article written by Michael Porter
- *Strategy - Seeking and Securing Competitive Advantage* - Cynthia A. Montgomery and Michael E. Porter.
- ***Raving Fans*** - Ken Blanchard, Sheldon Bowles