

Creating a Business Development Culture

SMPS Presentation
December 14th & 15th



Creating a Business Development Culture

+ IMPACTFUL
EMPOWERING
EFFICIENT
AFFORDABLE

Maggie Thacker

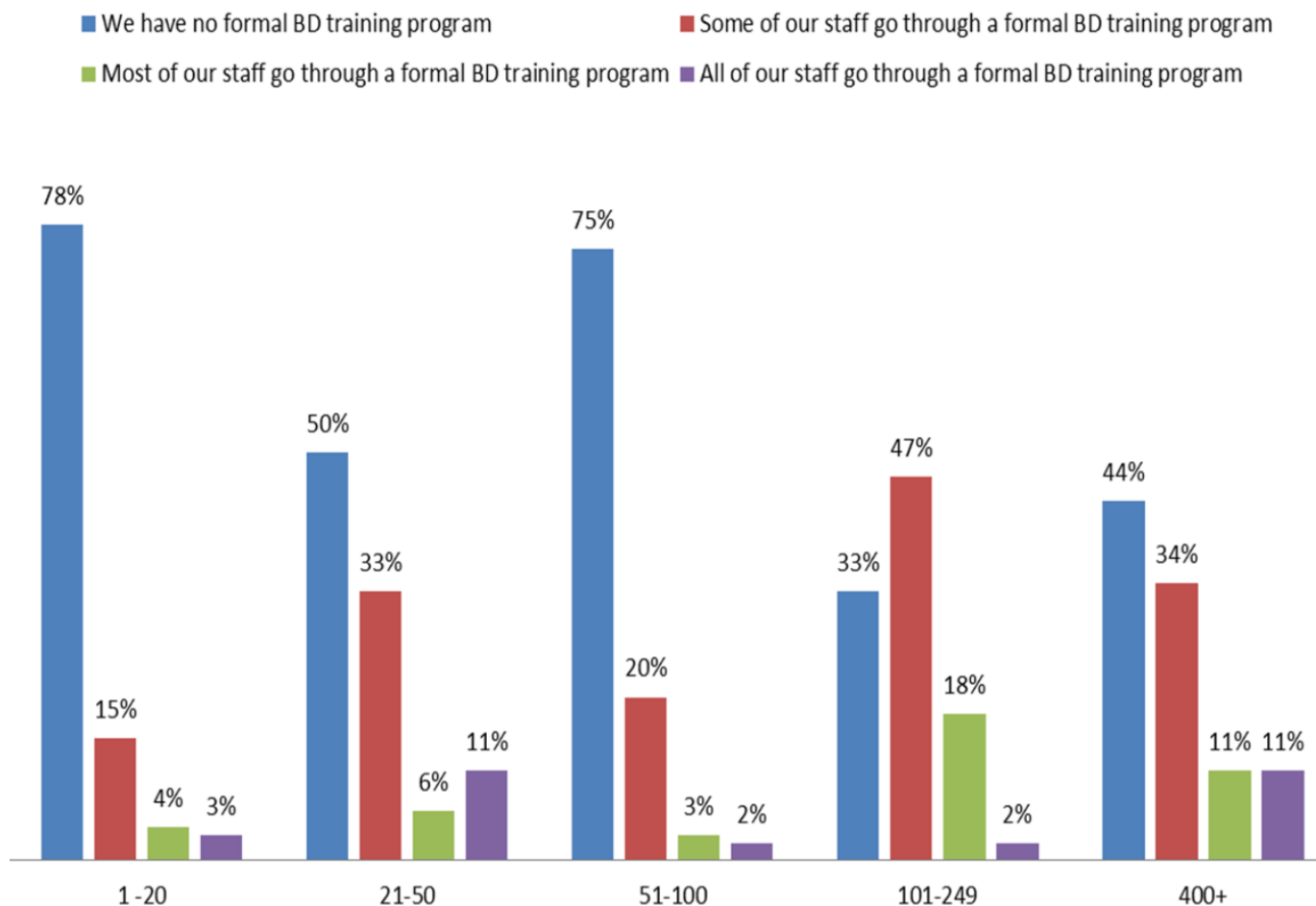
Director of Marketing & Business Development
Eskew + Dumez + Ripple



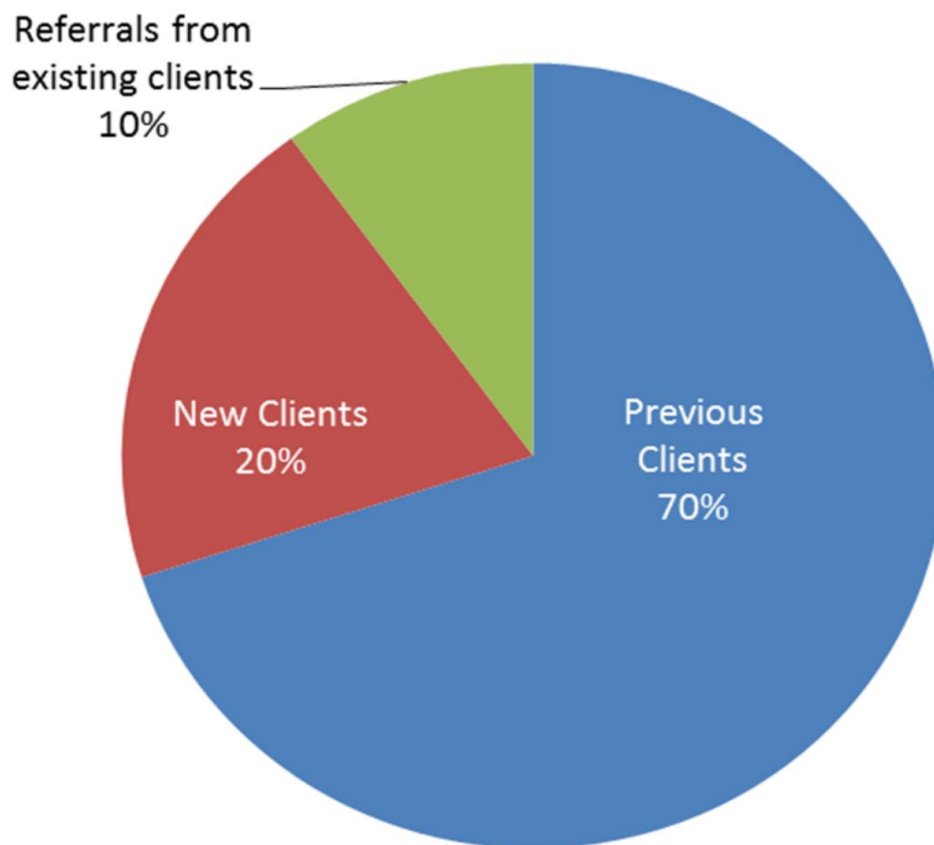
@EDR_Design
@Maggie_Thacker
@SMPSSeLA



Business Development Training by Firm Size



What percentage of your firm's new work comes from: *(means)*



HARRY WEESE ASSOCIATES



PERKINS
+ WILL





COLLECTIVE ACCOMPLISHMENTS:

Billing growth from \$3m to \$10 (and growing)

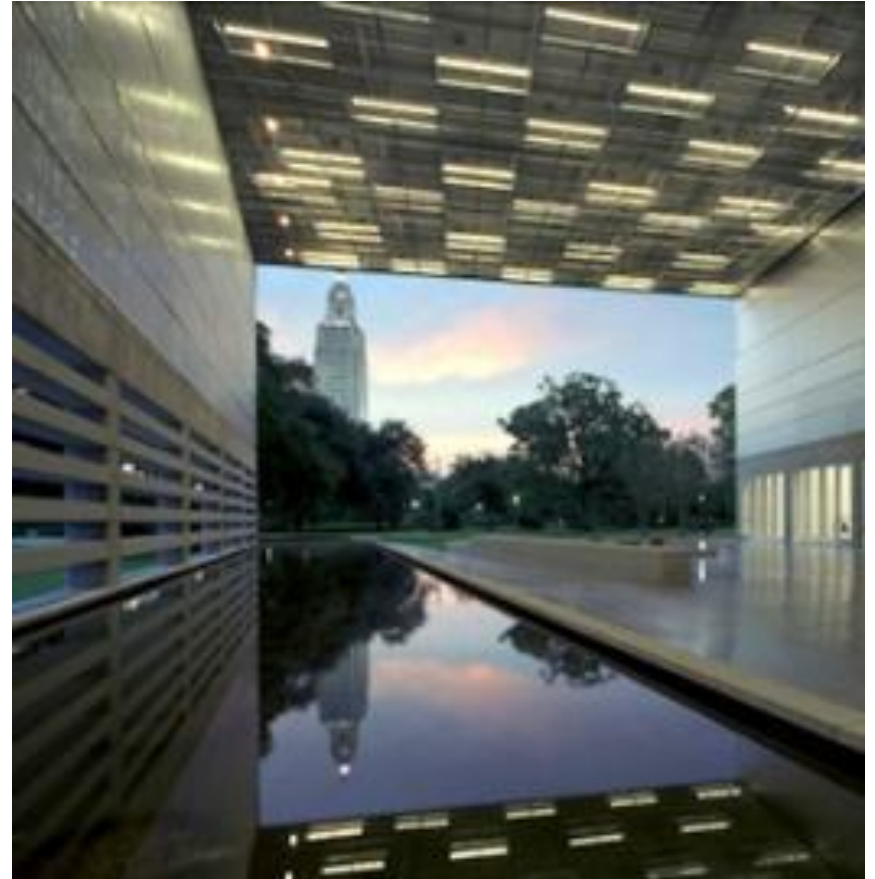
Talented staff has grown from 20 to 70+

Central Virginia presence grown to regional/national levels

Project scale from \$1 - \$10 million grown well past \$50 million!

Local, regional and national awards including COTE + AIA CAE

VMDO



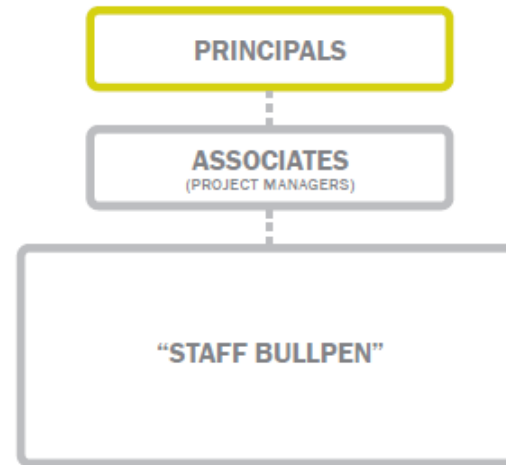
Eskew+Dumez+Ripple

Creating a Business Development Culture

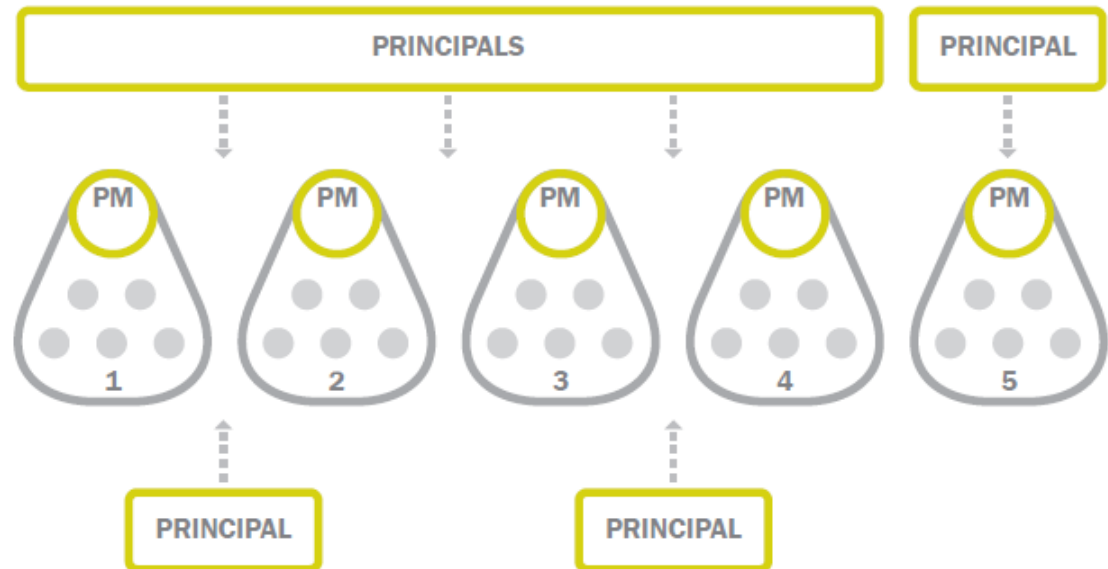
 IMPACTFUL
EMPOWERING
EFFICIENT
AFFORDABLE



THEN:



NOW:

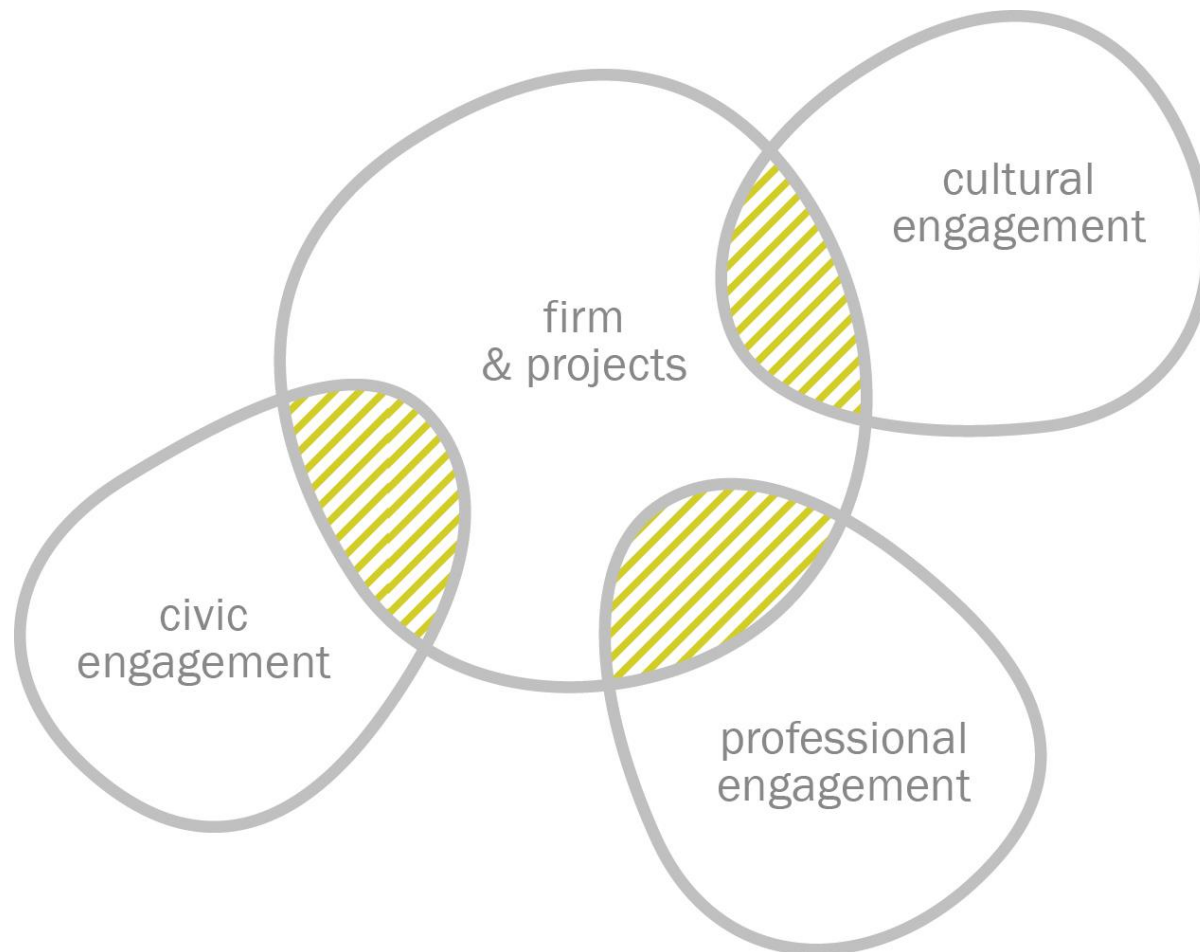


Thought Leadership:

More than a buzzword...

1. Build awareness and credibility with new audiences
2. Showcase your firm's subject-matter experts
3. Pre-position your firm before the RFP is issued
4. Nurture relationships throughout the long buying cycle
5. Differentiate by doing, not just saying

“Find the sweet spot where the goals of the organization meld with the background, expertise, and interest of the individual”



Creating a Business Development Culture

IMPACTFUL



EMPOWERING

EFFICIENT

AFFORDABLE

TALKING POINTS | ABOUT THE FIRM

Eskew+Dumez+Ripple was founded in 1989 and has built a national, award-winning practice centered around four core values: **Design excellence. Environmental responsibility. Building Community. Commitment to our Clients.**

The firm's portfolio—ranging from small, intimate interiors to large urban planning projects—reflects the firm's broad focus on civic life regardless of scale, budget, scope, or complexity.

The firm has produced a body of work that has earned 35 awards for design excellence including 9 national honor awards from the AIA

The firm seeks to produce projects of lasting quality for informed and engaged clients.

Founded 25 years ago much of the firm's success has derived from its commitment to nurturing a design-focused culture centered on mentorship and civic engagement.

Tools must be
transparent & accessible

COSENTiAL[®]



Personal BD Planning & Training

“Who do you know?” Clients & Influencers

Brand Ambassadors

Social Media / Blogging as it aligns with Content Strategy

Sample Correspondence

Protocol for Project Milestones

Google Alerts

Conferences / Professional Development & Networking

Creating a Business Development Culture

IMPACTFUL

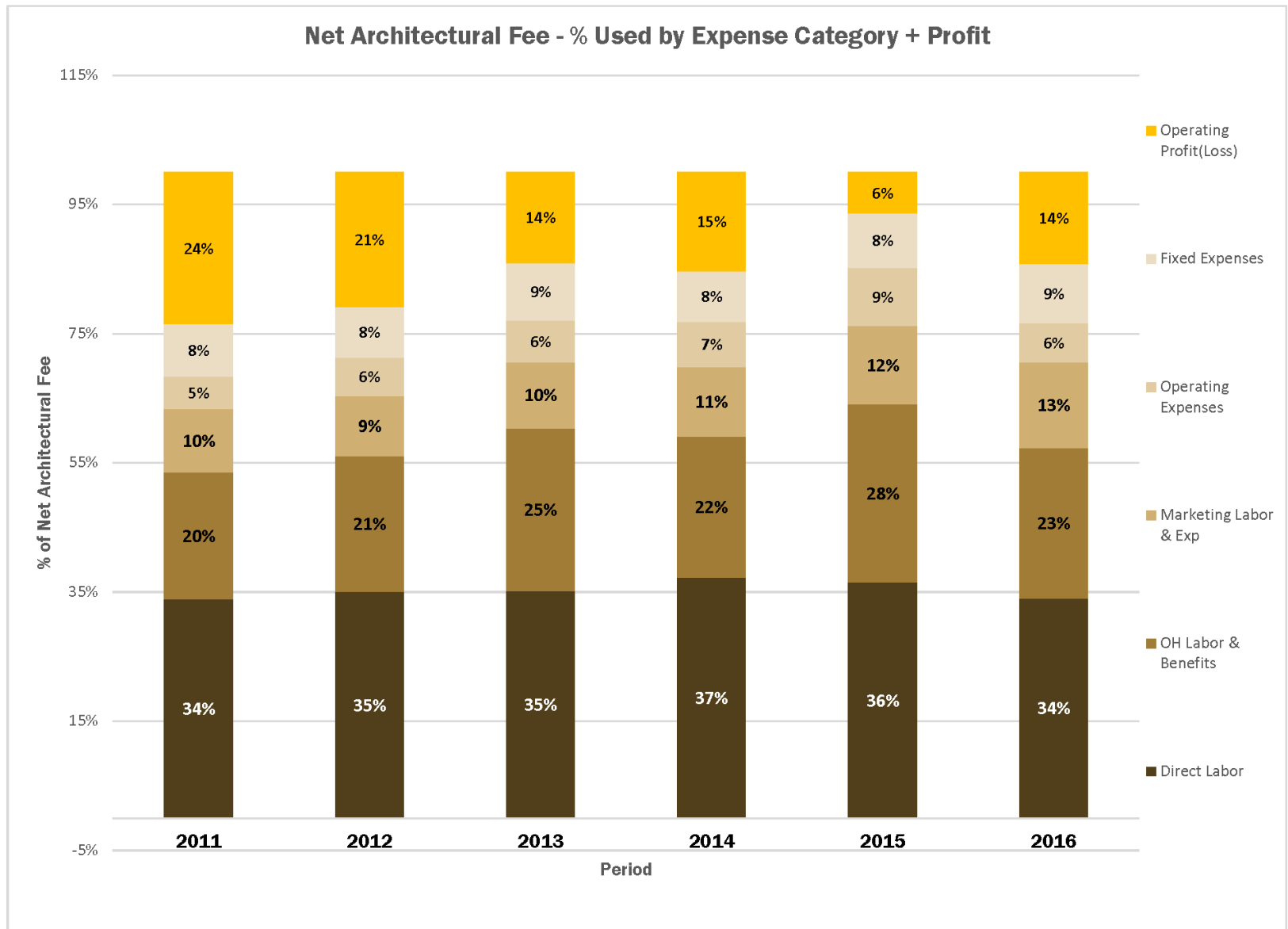
EMPOWERING



EFFICIENT

AFFORDABLE

Utilization Rate



Efficient Meeting Structure

Business Development

Weekly / Monday, 8:00 am

Marketing Meeting

Weekly / Monday, 11:00 am

Marketing Workload Huddle

Daily / 9:00 am

Higher Ed / Sustainability

Weekly / Tuesday, 11:00 am

Interiors / Hospitality

Monthly / 2nd Tuesday, 11:00 am

Individual BD Meetings

Quarterly / Scheduled individually

Creating a Business Development Culture

IMPACTFUL

EMPOWERING

EFFICIENT

 AFFORDABLE



Marketing & BD Budget Basics: SMPS SeLA Brown Bag 9.14.16

Industry Averages

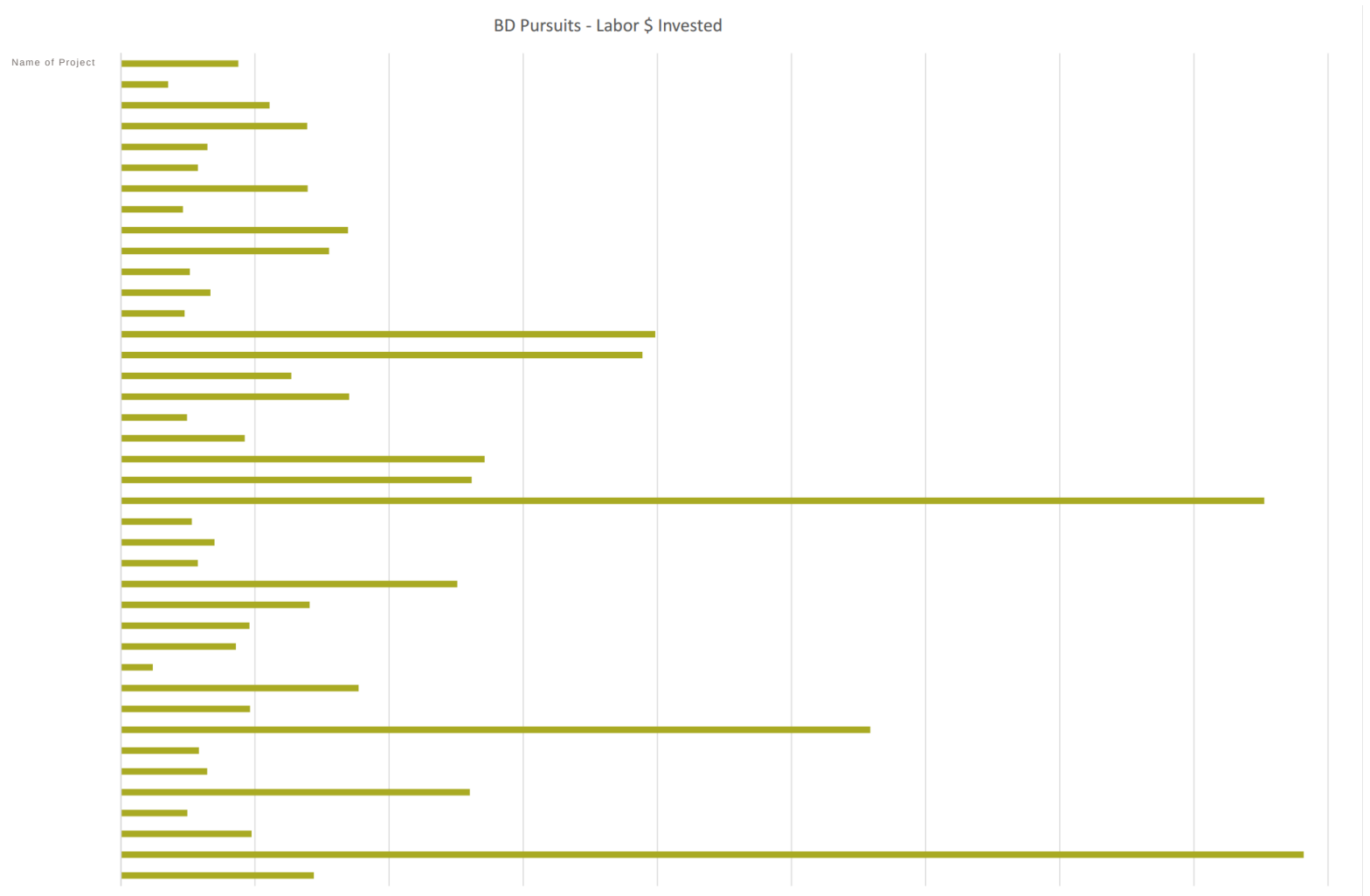
The “Rule of Thumb” is 6% of net service revenue as a starting point

Braley Consulting & Training has a Rule of Thumb for starters:

- Prime Firms (More than 30% Gross Fees passed-through to others) 4.5 – 5.5% Net service revenue
 - Sub Firms (More than 60% of your revenue coming from Prime Firms) 3.5 – 4.25% Net service revenue
- *Includes “all in/all up” labor and non-labor costs (Labor counts for 65% – 80% of the total and includes technical team members partial time dedicated to BD and Marketing...mostly for proposals/RFPs)
- Braley reminds you... the most key item is Return on Investment (ROI). Are you making “sales”?



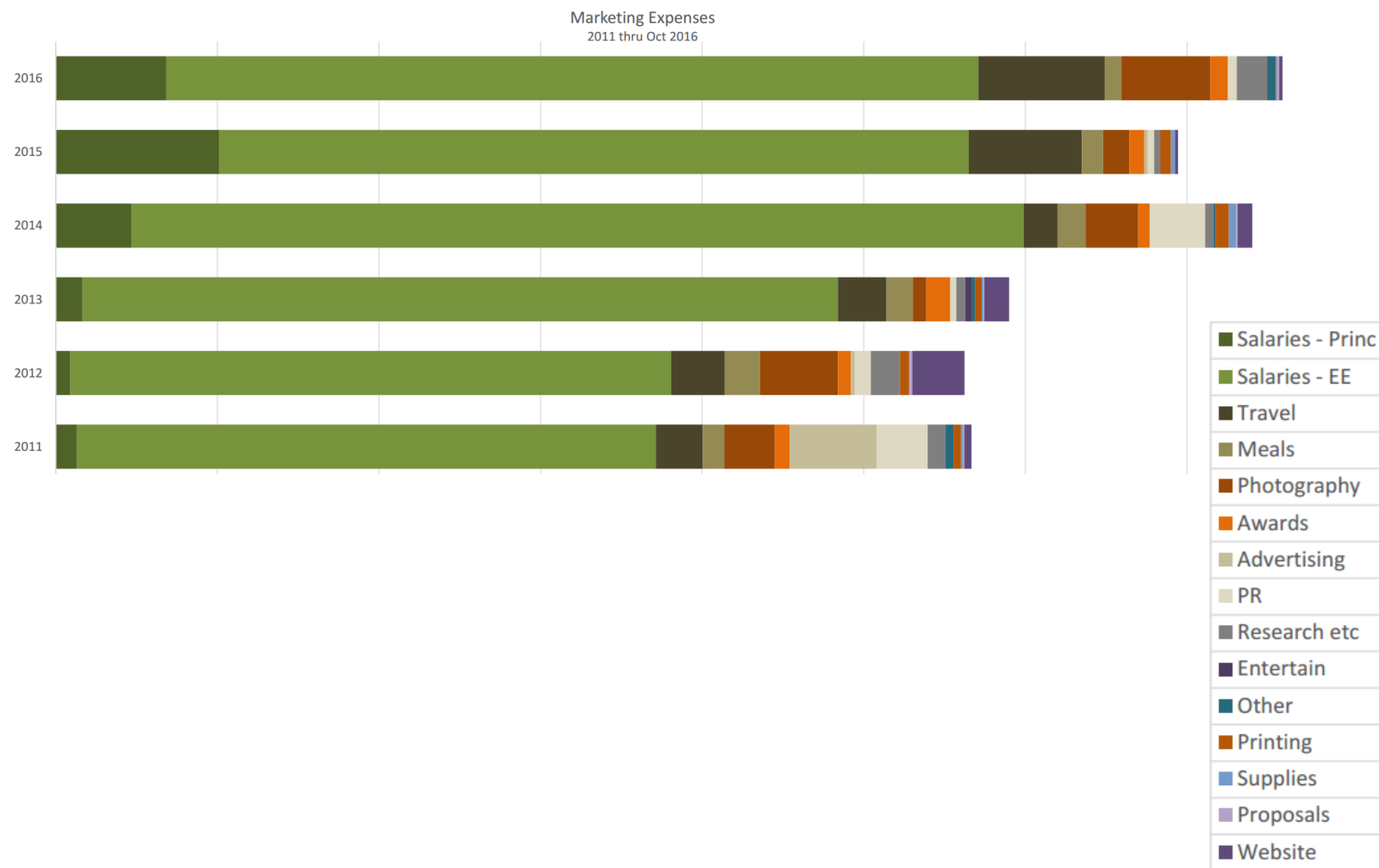
“But it’s just a brochure!”



70%

Chance of Making Shortlist

Hard & Soft Marketing Costs



ROI

Manage their time?

Measure the return!

Transactional vs. Relational

“Let’s do lunch”... 5 days a week

Creating a Business Development Culture

IMPACTFUL

EMPOWERING

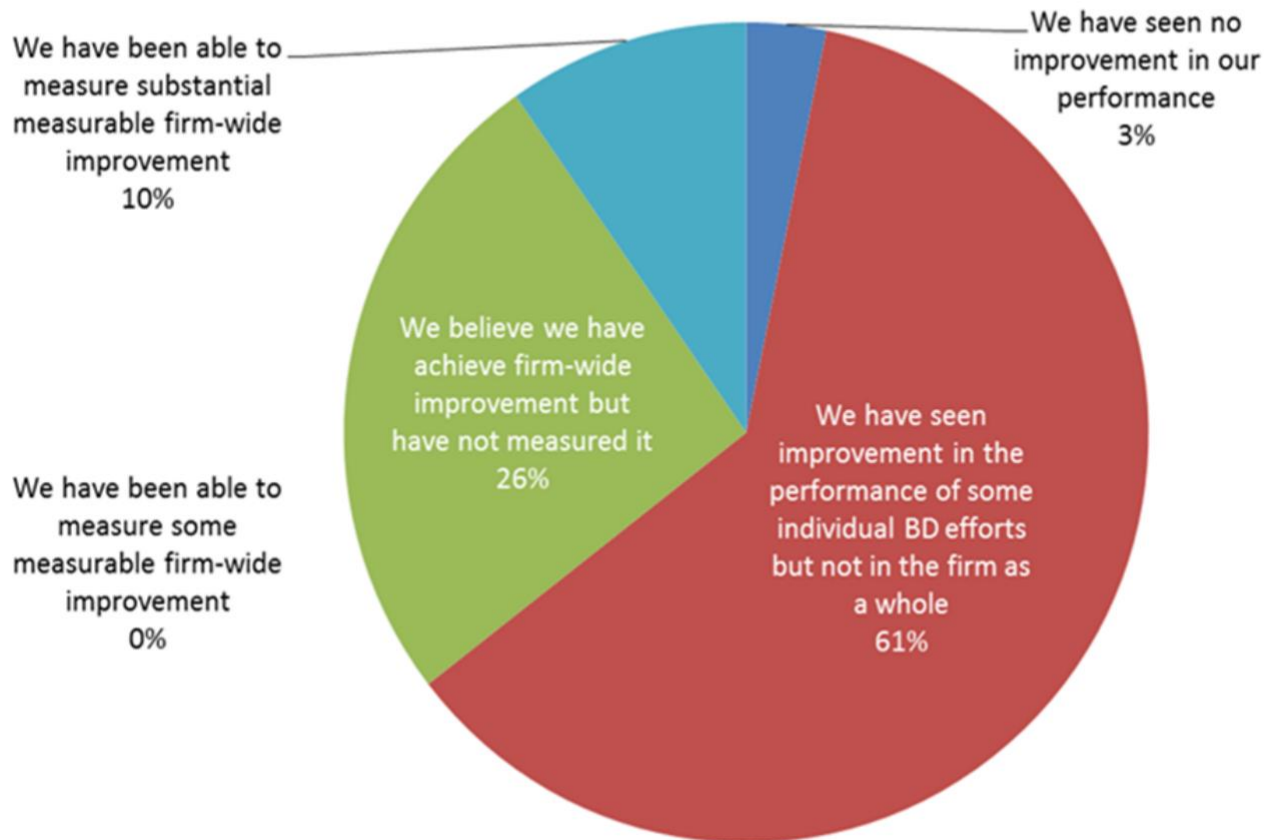
EFFICIENT

AFFORDABLE

 CONCLUSION

Why the investment?

If you have a formal BD training program, how effectively has your BD training program improved the sales performance of your firm?



“Business Development isn’t something that comes intuitively to me.”

“NOT something I’m comfortable with!”

“In the past I don’t think we’ve been very focused in doing business development in an efficient way...”

“Everyone understands they should be doing BD but not sure how...”

“New to business development?”

Yes, at least certainly your targeted method of business development vs random relationship building and hoping for the best...”

“A lot more effective and use our time wisely and making the most of the opportunities...”

“Repository for all the information that was scattered across the server...”

*“It’s given an understanding
of what we’re doing
and given everyone a
vested interest
of where we want to go”*



**A rising tide
lifts all boats**

QUESTIONS ?

Maggie Thacker

Director of Marketing & Business Development

Eskew+Dumez+Ripple
434.996.6680
mthacker@eskewdumezripple.com

