Don’t Get Left Behind: Growing Your Company Through Business Development

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This session is eligible for 1.5 Continuing Education Hours.

To earn these hours you must:
– Have your badge scanned in and out at the door
– Attend 90% of this presentation
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Alternative Title

The Art and Science of Business Development

Last Supper
Leonardo da Vinci
120 Feynman diagrams of 6-photon scattering
Edward Tufte

Part I: The Art of Business Development

• Attire
• Networking
• Etiquette
• Image
The Art of Business Development

Attire

• Hygiene

• Clothing
  ✦ Right for the occasion
  ✦ Clean
  ✦ Fits
  ✦ Over vs. Underdressed

LEVEL 5

BASELINE CASUAL

Nice T-shirts or casual collared shirts.

Dark and elegant denims.

Tasteful sneakers.

Tidy and fitted T-shirts, blouses, or sweaters.

Clean and crisp denims.

Elegant sandals.
LEVEL 4
MAINSTREAM CASUAL

- Shirts and sweaters in a variety of colors and patterns.
- Slacks or chinos or pants.
- Relaxed but elegant shoes.
- Short-sleeved tops, maybe with vests.
- Fashionable combinations of tops, vests, and skirts.
- Open toe shoes.

LEVEL 3
EXECUTIVE CASUAL

- Brightly colored or patterned shirts and ties.
- Sports coats and jackets.
- Dressy slacks.
- Leather or monk-strapped shoes.
- Brightly colored shirts.
- Bigger and unique jewelry and accessories.
- Fashionable jacket and skirt.
- Closed toe pumps.
**LEVEL 2 TRADITIONAL BUSINESS ATTIRE**

- Traditionally patterned shirts and ties can be more brightly colored.
- Dark and subtly patterned suits.
- Dark brown or navy blue suits.
- Professional tops without a deep neckline.
- Suits can be more brightly colored.
- Tights and closed toe heels.

**LEVEL 1 BOARDROOM ATTIRE**

- Crisp white dress shirts and modest ties.
- High quality accessories.
- Dark charcoal gray or navy blue two- or three-piece suits.
- Only black dress shoes or oxfords.
- Collared dress shirts or blouses.
- Dark and classic suit.
- Skirts not shorter than two fingers above the knee.
- Only black tights and heels.
Resort Casual

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Networking

- It’s all about Relationships and Trust
- Get out and Meet People.
- Industry (NECA, Trade Shows, Conferences)
- Community (Business Chamber, Non-Profit Boards, Rotary Clubs, Boy/Girl Scouts, Habitat for Humanity)
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Networking (cont.)

• Showing up is not enough

• Must talk to people

• Forbes Etiquette Guide: How to Work a Room

Networking (cont.)

• See yourself as the host

  ✤ Make eye contact and smile (not creepily)

  ✤ Active, not passive

  ✤ Make people feel comfortable

  ✤ Talk to and introduce people
Networking (cont.)

- Make Small Talk
  - Easy to dismiss its importance
  - Builds trust
  - Can’t start heavy, i.e., religion, politics, etc.

Networking (cont.)

- ARE Method
  - Anchor – Observation or Light Pleasantry
  - Reveal – Something about yourself (trust)
  - Encourage – Ask a question/Make comments
Networking (cont.)

• More Questions than Comments
• Don’t interrogate
• Listen!!
• What should I talk about?

Networking (cont.)

• FORM
  ◦ Family
  ◦ Occupation
  ◦ Recreation
  ◦ Motivation
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Etiquette

• Be On Time!

• Communication:
  ✤ In Person – Tone, Volume, Language
  ✤ Email – Tone, Volume, Language

• Don’t make inappropriate comments

Etiquette (cont.)

• Mind personal space

• Receptions and Dinners – table manners

• Don’t drink to excess

• Body language, gum, cell phone, fidgeting

• Carry business cards
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Image

- Real and Virtual (Social Media)
- Professional
- Problem Solver
- Confident and Capable
- Trustworthy

Part II: The Science of Business Development

- Research
- Planning
- Business Development
- Customer Engagement
- Marketing
- Management Considerations
The Science of Business Development

Research

- Participate in market research activities
- Monitor Electrical industry-related market information
- Read relevant construction industry and energy related publications
- Monitor federal, state, and local regulatory matters and code issues

Research (cont.)

- Monitor social, demographic, cultural, and economic trends
- Read marketing reference materials
- Gather data using interviews, surveys, and focus groups
- Stay connected
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Planning

- Strategic planning sessions
- Develop a vision statement
- Develop goals and objectives
- Select target markets

Planning (cont.)

- Analyze market data
- Conduct a SWOT analysis
- Create a marketing plan, budget, and goals
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**Business Development**

- Create business development strategies*
- Research prospective client industries
- Pre-qualify both clients and projects
- Build a relationship with prospective clients
- Maintain contact databases

The Science of Business Development (cont.)

**Business Development (cont.)**

- Maintain relationships with past clients
- Measure client satisfaction
- Address client satisfaction issues
- Participate in client activities
- Develop client-specific business development plans
- Develop project-pursuit or capture plans
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Business/Work Opportunities & Partnerships

- Find New Customers
- Expand Existing Customers
- New Customer Relationships/Bid Opportunities
- Existing Customers—new market tools & education & Bid Opp.
- Special agreement targets (CE/CW)
- Support emerging markets & connect
- Position NECA-IBEW as SME in relevant sectors
- Create value early
- Change negative perceptions
- Introduce "new" relationships to our Contractors

Policy Input/Elected Leaders Education & Positioning

- "Help... Don't Hurt."
- Input for New Policy
- Protect Favorable Policy
- SME Testimony
- Educate on existing proficiencies
- Educate on workforce readiness
- Provide key positive "sound bites" to Elected Officials
- Defend current work
- Define new work
- Model Ordinances
- Model Best Practices for Installation
- Model tax credits, grants, incentives, and rebates
- Require certifications in legislation.

Marketing/PR Outreach & Positioning

- Winning "Hearts & Minds"
- External Communications
- Traditional Media
- Public Relations
- Strategic Events
- Tradeshows
- Local Energy Summits
- JATC Open Houses
- Community Leadership
- Electrical Safety Information
- Charitable Giving
- Website
- Video
- Collateral Pieces
- Grant Partnerships

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Customer Engagement

- Conduct a proposal, RFQ/RFP strategy session
- Identify relevant internal staff
- Determine the firm’s capability to perform the project
- Determine the value of the project to the firm
Customer Engagement (cont.)

- Investigate history and culture of the project/building site
- Identify firms for teaming/partnering
- Determine the fee structure
- Make a go/no-go decision*

Customer Engagement (cont.)

- Draft a proposal, RFQ/RFP response
- Develop a matching presentation
- Use desktop publishing software
- Identify presentation personnel
- Arrange for audio/visual aids
Customer Engagement (cont.)

• Identify presentation meeting space and equipment needs

• Identify client hot buttons

• Identify affirmative action and M/WBE opportunities

• Develop a proposal QA/QC process

• Conduct a presentation rehearsal

Customer Engagement (cont.)

• Present your presentation (3 V’s of Communication – Vocal, Visual and Verbal):
  
  ◦ Vocal refers to sound quality
  
  ◦ Visual refers to body language, visual aids, appearance, and attire
  
  ◦ Verbal refers to message content
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Customer Engagement (cont.)

- Conduct a post-award debriefing regardless of outcome
- Develop a proposal close-out process
- Ask for customer feedback

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Marketing

- Develop corporate identity
- Develop a unique value proposition
- Plan trade show activities
- Maintain a press list
- Develop a communications plan
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Marketing (cont.)

• Develop a social media plan
• Maintain a web presence
• Develop and place advertising
• Create electronic, photographic, and video promotional materials

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Marketing (cont.)

• Develop corporate entertainment strategies
• Represent the firm at external events
• Draft press releases
• Draft newsletter or journal articles
• Prepare case studies
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Management Considerations

• Supervise marketing and support staff

• Communicate and coordinate across departments and/or branch offices

• Develop an internal communications program

• Conduct marketing and BD training for administrative staff

• Conduct marketing and BD training for technical staff

Management Considerations (cont.)

• Develop incentive and recognition systems

• Recruit personnel

• Promote a firm-wide business development culture
Questions

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Up Next: Lunch in Biscayne and Chopin

Breakouts resume at 1:30