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CDM

Getting Work – A Large Firm Perspective

Willie Vicens

Chief Operating Officer

Consulting & Engineering Divisions

Cambridge, MA

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Outline of Presentation:

◆ **Describe CDM and its client base as background to our selling approach**

◆ **Outline a business development *process* from perspective of a large consulting engineering firm***

◆ **Describe each stage in the process and how it fits together**

◆ **Describe a "real" example of a "winning chase"**

*Reference: Miller, R.B., and S.E. Heiman, <u>Strategic Selling</u>, Warner Books, 1985

Background on CDM and its Clients

- Almost 4,000 employees in more than 100 offices worldwide

- Focus is on infrastructure projects -- environmental and transportation related

- Capabilities in consulting, engineering, construction, and operations

CDM's Domestic Offices

Market Leaders*

◆ **Provide value through:**

Operational excellence (e.g., Dell)

Product Leadership (e.g., Intel)

Customer Intimacy (e.g., IBM)

◆ **Must be the best in one dimension**

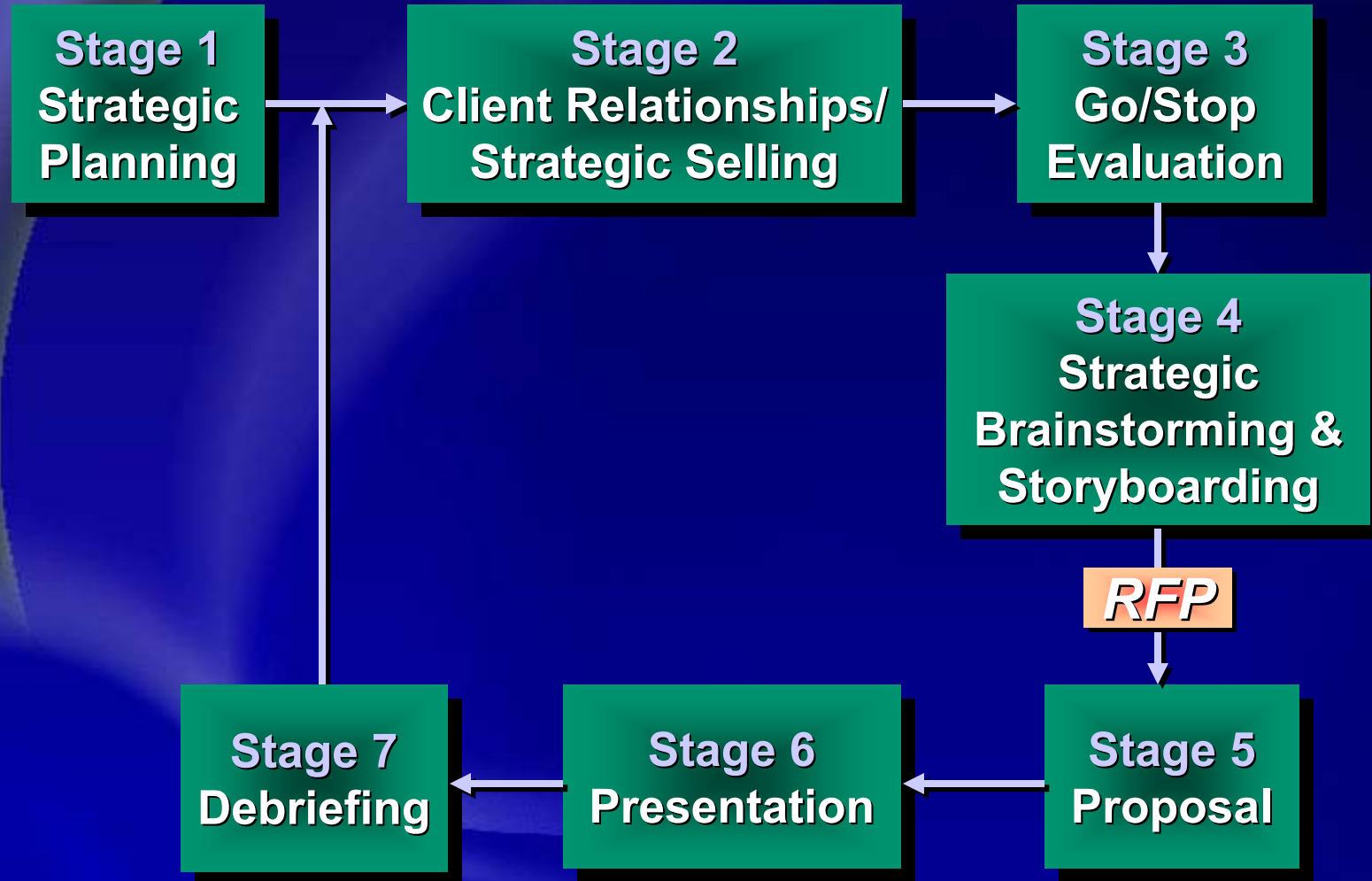◆ **Must maintain high standard in others**

◆ **Must improve in all areas every year**

CDM's Approach

◆ **Engineer technically sound and innovative solutions.**

◆ **Be cost-effective in delivering services in a total project cost context.**

◆ **Provide *exceptional* client service**

Business Development Process
CDM views it as having seven stages

Stage 1
Strategic Planning

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Stage 2
Client Relationships/ Strategic Selling

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Stage 3
Go/Stop Evaluation

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Stage 4
Strategic Brainstorming & Storyboarding

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RFP

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Stage 5
Proposal

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Stage 6
Presentation

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Stage 7
Debriefing

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1. Strategic Planning*

◆ **Involves making decisions as to which markets, geographic areas, and types of work CDM will sell.**

◆ **Identifies firm-wide strategic projects and regionally important projects.**

◆ **Goal is to include the long-term perspective of markets and clients to guide annual business development efforts.**

*Reference: Miller, R.B., and S.E. Heiman, Strategic Selling, Warner Books, 1985

Stage 1 Strategic Planning

Example:

- **New England area is a "mature" market where CDM has a high "market share."**

- **Need to focus/hold on to large to medium city clients.**

- **Typical clients are: New Bedford, Salem, Worcester, MA; and Manchester, NH.**

- **Have helped these clients over many years through many problems/crises.**

2. Client Relationship Building

Two Goals:

◆ **Give the client the opportunity to get to know CDM, our capabilities and particularly our key technical staff.**

◆ **Gives us the opportunity to learn more about and understand client needs and decision-making process so we can better respond to them.**

◆ *__Best investment__* **of new business dollars occurs in this stage.**

**Stage 2
Client Relationships/
Strategic Selling**

Manchester Combined Sewer Overflow Abatement Program

◆ **CDM was "incumbent" during study phase, but had lost officer-in-charge/project manager to major competitor.**

◆ **Identified key issues as: modeling, program management, and local resources.**

◆ **Assigned new officer/PM with modeling background and lots of resources.**

◆ **Made plans to significantly expand staff local office.**

3. Go/Stop Evaluation

◆ **There are far more opportunities to chase work than we have time or money to pursue.**

◆ **For many of these, the pre-sell efforts described above have <u>not</u> been completed.**

◆ **Therefore, <u>each</u> potential opportunity needs to be evaluated.**

◆ **Need to be brutally honest about strengths/weaknesses.**

**Stage 3
Go/Stop
Evaluation**

3. Go/Stop Evaluation (Continued)

Criteria includes:

- ◆ **Prospect Identification**
- ◆ **Pre-Sell Activities**
- ◆ **Relationships**
- ◆ **Qualifications**
- ◆ **Prior Work**
- ◆ **Local Office**
- ◆ **Decision-Maker**
- ◆ **External Conflicts**

**Stage 3
Go/Stop
Evaluation**

Manchester CSO Example

- ◆ **Go/Stop helped identify weak areas.**
- ◆ **Added new project manager.**
- ◆ **Added local resources.**
- ◆ **Focused on key client needs:**
  - ◆ **Continuity to quickly move program forward**
  - ◆ **Increased responsiveness of local office.**

4. Brainstorming/Storyboarding

Technical staff like to emphasize three items in proposals:

- Prior successful projects.

- Personal qualifications and resumes.

- <u>Technical details</u> of how exactly the new opportunity would be tackled.

Stage 4
Strategic Brainstorming & Storyboarding

4. Brainstorming/Storyboarding (Continued)

Clients want to know:

◆ How are their key *needs and concerns* going to be addressed?

◆ Will they feel comfortable working with the staff proposed ?

◆ How are the qualifications of the firm and proposed staff <u>relevant</u> to the new project?

Stage 4
Strategic
Brainstorming &
Storyboarding

Manchester CSO Example

Proposal themes were:

◆ **In-depth understanding and knowledge of Manchester's sewer system.**

◆ **Commitment to local resources.**

◆ **Continuity of services results in reliability.**

◆ **Program cost savings as a result of the above.**

◆ **Overall very stable staff/team.**

5. Proposal Preparation

◆ **Assuming earlier steps were successfully completed, this is a production effort only.**

◆ **Need for an interview/presentation should be considered in developing graphics.**

◆ **It helps when non-technical writers or editors support the effort and review the outputs.**

◆ **Review by "outsiders" is essential, *e.g.,* "red team" reviews.**

Stage 5 Proposal

6. Presentations

◆ **Frequently a part of the selection process.**

◆ **Project staffing decisions must consider this stage.**

◆ **Assuming prior steps have been completed, the presentation focuses on the highlights of the proposal.**

**Stage 6
Presentation**

Manchester CSO Presentation

◆ **Identified successfully completed projects for the City.**

◆ **Showed how knowledge of system and upcoming program would facilitate implementation.**

◆ **Showed actual and projected growth of local office.**

◆ **Demonstrated large/diverse available and stable staff resources.**

7. Debriefing

◆ **Goal: To learn what was successful and what could be improved so we can apply these lessons to the next one.**

◆ **Do it <u>every time</u> whether you win or lose -- you always learn something.**

◆ **Don't be argumentative or defensive if it's a loss.**

◆ **Use it to build the client relationship.**

**Stage 7
Debriefing**

Manchester CSO Example

◆ **Won project – have been working for the City for 7 years.**

◆ **City's decision was based on:**

- **Confidence in CDM's record**

- **Comfort with proposed team**

- **Availability of local staff**

- **Familiarity with proposed CSO plan**

Getting New Work is Directly Related to the Performance of Current Work

◆ **In a typical year, out of $400 million signed by CDM's domestic divisions, over 80% comes from existing clients.**

◆ **Almost 60% of new work comes through contract amendments.**

◆ **Average contract/amendment size is about $135,000.**

Young Engineer's Role in New Business

- ◆ **Get to know someone at your level in the client's organization**

- ◆ **Communicate with your project team**

- ◆ **Research a topic or write a portion of the scope of work for the proposal**

- ◆ **Ask for opportunities to help out, participate in meetings, visit the client**

- ◆ **#1 priority – do an excellent job on *every* assignment**

Summary

◆ **Winning work is a process and not just a proposal writing exercise.**

◆ **Focus has to be in solving the client's problems and building the relationship.**

◆ **At a large firm, it's useful to define a process to enhance efficiency.**

◆ **Marketing approach has to fit firm's strengths.**

◆ **Doing an excellent job on current work is best investment towards long-term work.**