

SVTC



Silicon Valley Transit Consultants

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SVTC & VTA INVITE YOU TO A FREE ONLINE
MENTOR PROTEGE' WORKSHOP SERIES

ZOOM WORKSHOP TOPIC #4

Business Development

Noon, Thursday, July 8, 2021

Co-Presenters: Sheila Wray Given, PGH Wong
Principal, Business Development AND
Eric Adams, PGH Wong
Senior Project Manager

This program is an integral part of VTA's BART Phase II Project and is designed to help local, small and diversity-owned firms increase their capabilities to successfully compete for Government contracts.

MINORITY
BUSINESS
CONSORTIUM
SILICON VALLEY

VTA Valley
Transportation
Authority
Solutions that move you



TRANSPORTATION BUSINESS DEVELOPMENT PRACTICES

JULY 8, 2021



Eric Adams

Senior Project
Manager



Sheila Wray Given

Principal, Business
Development



“WHAT” IS BUSINESS DEVELOPMENT? **SURVEY QUESTION**

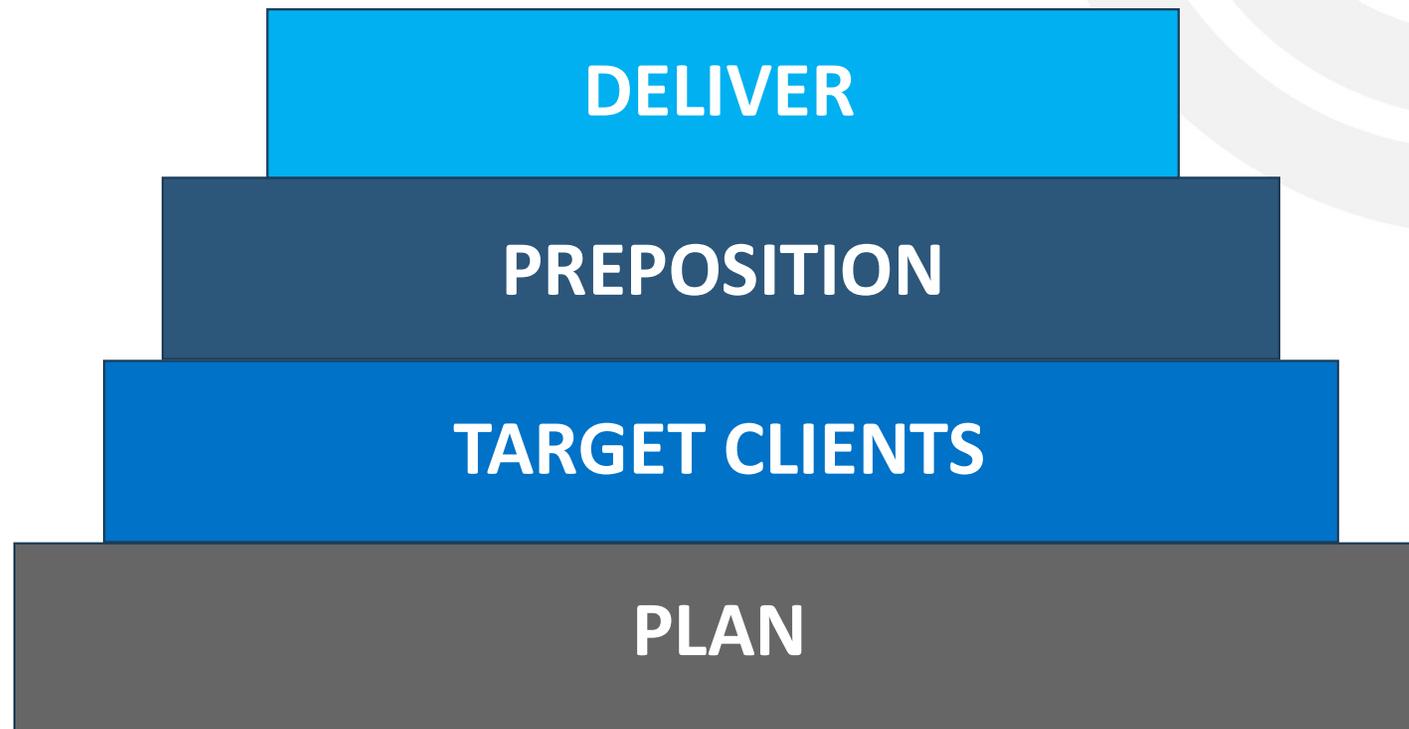
How Would You Define Business Development and its Purpose?

Check all that Apply:

- Ideas, initiatives, and activities to maintain and grow business
- Efforts to increase revenues and expand business operations
- Tasks that increase profits by building strategic partnerships and making strategic business decisions
- Act of identifying and developing opportunities for work
- Comprised of tasks and processes generally aimed at developing and implementing growth opportunities with and between organizations



THE BUILDING BLOCKS OF BUSINESS DEVELOPMENT



PLAN



“If you fail to plan, you are planning to fail!”

– Benjamin Franklin



BD PLANNING

Develop a Realistic and Researched Plan

- **Mission/Vision**
- **Set Focused Goals**
- **Match Key Clients & Pursuits to Goals**
- **Research:**
 - Client Needs, Competition, Market Sector, Economy (PEST, other)
 - Firm Analysis (SWOT, other)

BD PLANNING – HIGH GROWTH FIRMS RESEARCH

4x

**Regular
Research**

Focus

**Specialize &
Differentiate**

2x

**Visibility
Approach**

BD PLANNING – FIRM ANALYSIS TOOL



SWOT Analysis Short Form: This tool can help you form your competitive advantages by comparing your strengths, weaknesses to your competitors', and reviewing the opportunities and threats that are present.

Name of Firm, Name of Person Completing and Date: _____

criteria examples	STRENGTHS	WEAKNESSES	criteria examples
Expertise / Services / Markets Reputation (Brand) Marketing Capability Communication & Responsiveness People & Capacity Training & Retention HR Programs & Recruiting Client & Partner Relationships Project Experience Project Management Capability Cost, Value, Quality Location or Geographical Reach Political Financials & Operations Accreditations/Certifications Technically Innovative, Unique Processes/Systems Leadership, Cultural & Values Other Competitive Advantages or USPs (unique selling points)			Expertise / Services / Markets Reputation (Brand) Marketing Capability Communication & Responsiveness People & Capacity Training & Retention HR Programs & Recruiting Client & Partner Relationships Project Experience Project Management Capability Cost, Value, Quality Location or Geographical Reach Political Financials & Operations Accreditations/Certifications Technically Innovative, Unique Processes/Systems Leadership, Cultural & Values Other Weaknesses
criteria examples	OPPORTUNITIES	THREATS	criteria examples
New or Changing Markets Add / Delete Services Hire Different People / Talent Add Clients & Partners Expand Geographically Develop Brand Campaign # of Similar Firms / Purchase Increase Quality & Value Cut Costs / Time Delays Add HR/Training Programs, and new Recruitment Financial/Operational/Cultural Accreditations/Certifications Technology Development Political			New or Many Competitors Existing Competitor Expands services, markets, clients Decreasing Market Demand Increasing Client or Partner Dissatisfaction Market Disruption & Acts of God Increase Costs Loss of Key People Losses to HR Benefits Political / Legislative / Funding Technology becoming obsolete Sustaining internal capabilities Economy - home, abroad



BD PLANNING

- **Use Plan to Focus and Measure Progress**
 - “Don’t Shelve It”
 - Discuss Progress on a Regular Basis, Adjust as Necessary
- **Summarize Your Plan**
- **Share Your Plan**
- **Just Do It!**



These locations represent areas that one office is

California is the 7th largest economic region in the U.S. The Los Angeles Region ranking #177 to gain a bigger share of its transportation market. Transportation's vision—we will be in the top 3 in Transit, top 1.5 in Aviation.

TRANSPORTATION VISION

- 225 Staff and \$45 M Annual Revenue
- 7 Office Practices
 - Grow and maintain Los Angeles, Irvine, and San Francisco
 - Hire and grow Sacramento
 - Add Inland Empire (Riverside or San Bernardino)

Achieving the Vision

1 Expansion of Current and/or Repeat, Satisfied Clients

- Metro
- FTA PMO
- OCTA
- SCRRRA/MetroLink
- BART
- SAC RT
- RTC
- NDOT

4 Start up of Aviation Practice

- Continue to brand and pursue key assignments, while leveraging resources in company

SAMPLE

OUR VISION

Our vision is to become one of the top 10 global design firms. We need to expand both the depth and breadth of our professional services to achieve the ability to serve global clients. We believe continued growth will increase shareholder value and give employees the opportunity to work with us on the best projects and to provide the best services.

START VISION

Metro:	60	Reno:	30	SAC:	20
LA other:	40	SF:	50	OC/IE:	30
		SD:	20		

MARKET VISION



- Self Help Counties Program Management

3 Growth of Engineering Practice

- PS&Es
- Traffic Engineering/ITS
- Transit Systems
- Project Controls

Client Target Client

is the Owner/Agency

- Attracts more talent and brands us at a higher level as a firm
- Hires to include a northern CA icon and key PMs
- Continue to focus business development effort on major, prime pursuits



IDENTIFY CLIENTS AND PROJECTS



San Francisco
County Transportation
Authority



Metro



IDENTIFY YOUR TOP CLIENTS – SURVEY QUESTION

- 1 in ___ chance of selling more to an **existing client**
- 1 in ___ chance of selling to a **lost/regained account**
- 1 in ___ chance of selling to a **new prospect**

Peter Drucker

If you're the incumbent, you have a ___% chance of winning a project. If not, you're splitting the remaining ___% with the rest of the competition.



IDENTIFY YOUR TOP CLIENTS – WHERE DO YOU START?

- 1 in **2** chance of selling more to an **existing client**
- 1 in **4** chance of selling to a **lost/regained account**
- 1 in **14** chance of selling to a **new prospect**

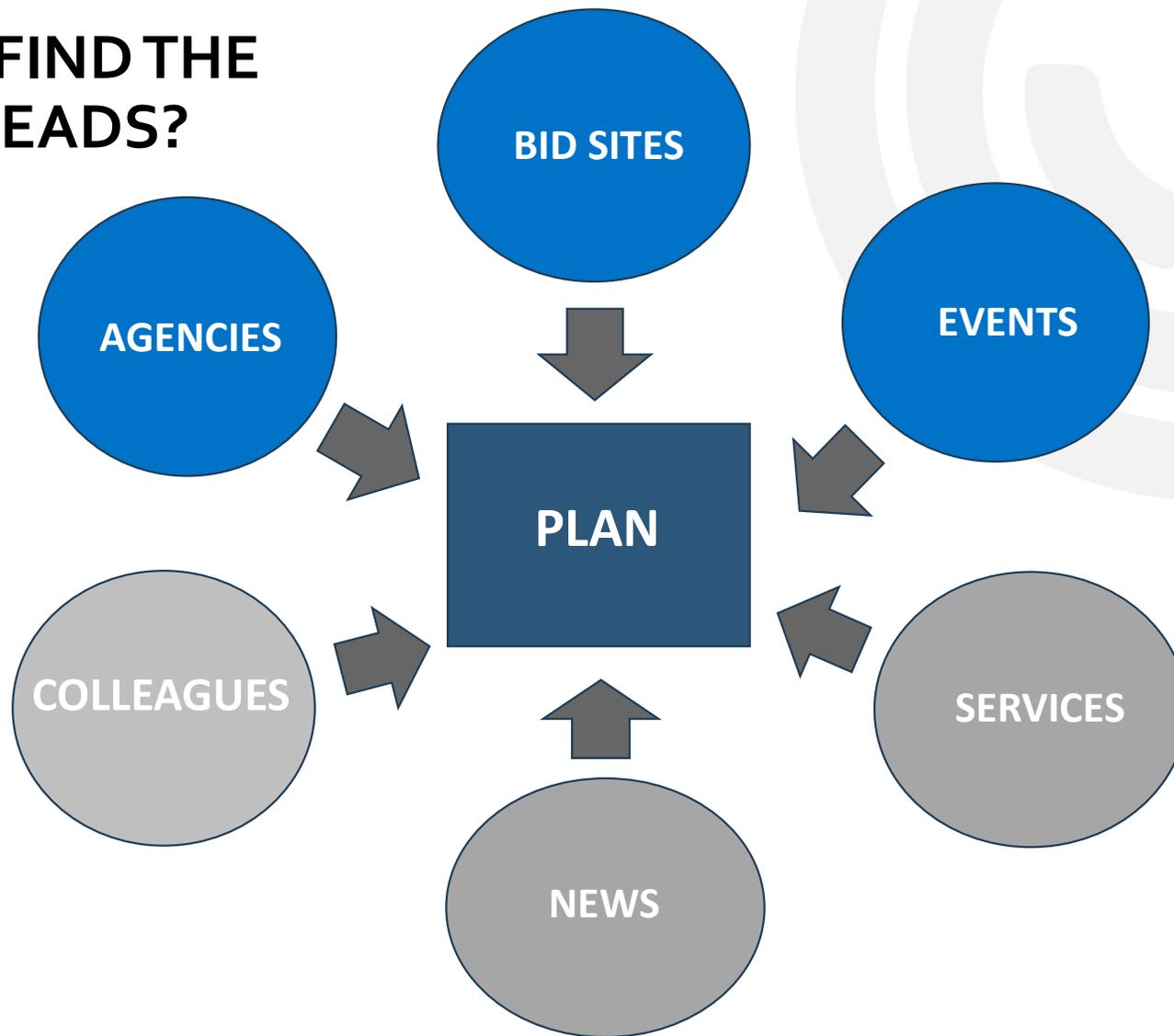
Peter Drucker

If you're the incumbent, you have a **65%** chance of winning a project. If not, you're splitting the remaining **35%** with the rest of the competition.

“ The aim of marketing is to know and understand the customer so well the product or service fits them and sells itself.”



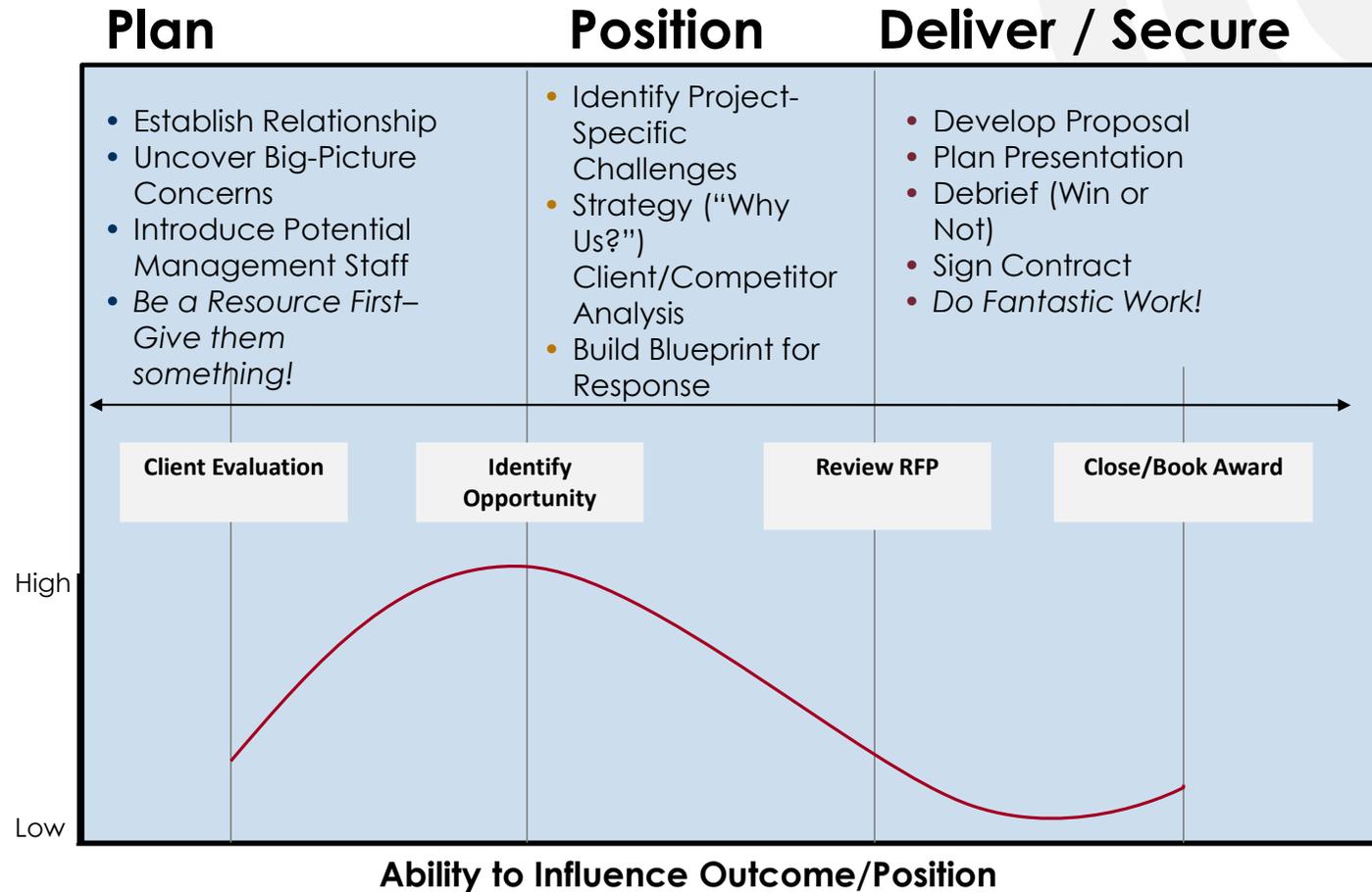
HOW DO I FIND THE PROJECT LEADS?



PREPARE & PREPOSITION



PREPOSITION - IMPORTANCE OF PLANNING AND TIMING



PREPOSITION - PREPARE AND TAILOR

**Firm
Overview**

**Project
Profiles**

**Staff
Resumes**

**Project &
Staff
Photos**

**Special
Service
Narrative**

Exceptions

Other:

SOQs; Client
Testimonials;
Innovations;
Awards; List of
Certs;
Community
Investment

PREPOSITION - TIPS TO BEING A PARTNER OF CHOICE

1

START EARLY

2

**KNOW THE
PROJECT**

3

**CLIENT
RELATIONSHIP**

4

**BRING
EXPERIENCE**

5

**SPECIALTY
SERVICES**

6

TAILOR

PREPOSITION - TIPS TO BEING A PARTNER OF CHOICE – CON'T

7

EXCLUSIVE?

8

MULTIPLE
STAFF

9

PROPOSAL
NARRATIVE

10

UP TO DATE
CERTS

11

ASK
QUESTIONS

12

DELIVER ON
TIME

13

PERFORM
WORK WELL

14

REPEAT

WHAT IF I DECIDE TO PRIME?

Answer Yes or No:

- Is it a priority on my business plan?
- Do I know the client?
- Have I even met the client?
- Do I understand the project details & challenges?
- RFP scope still a fit with my firm?
- Are my key staff still available?

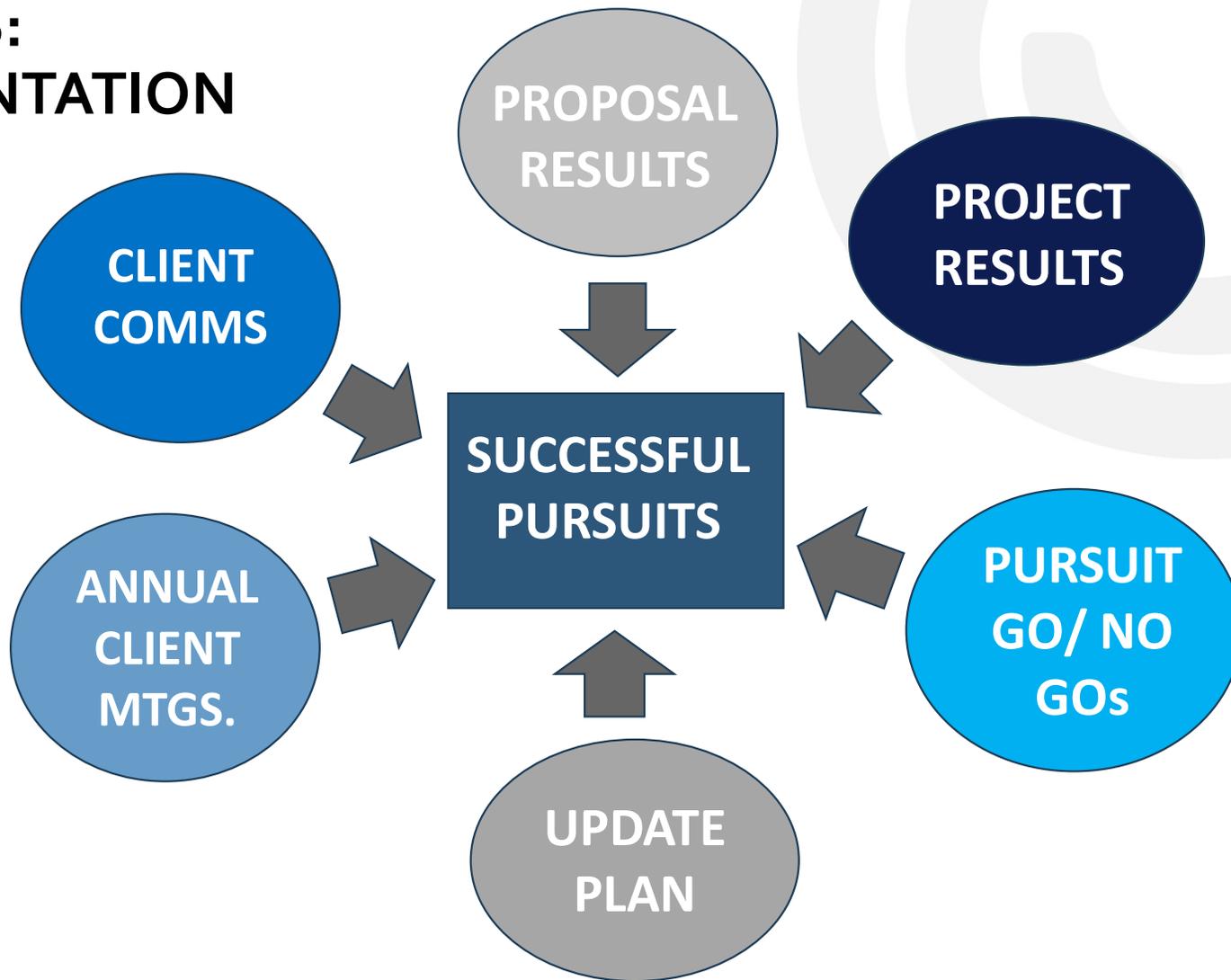
___ **YES answers**

- Do I have the sub firms for a winning team?
- Does the pursuit make sense for me financially? Contractually?
- Am I willing to take risks?
- Do I think I have the overall odds to win?
- Do I have the marketing, technical, contractual resources to pursue?

___ **No Answers**



BD TOOLS: DOCUMENTATION



DELIVER



DELIVER

D
DELIVER
ON
PROMISES

E
EXPANSION
&
FLEXIBILITY
IN
APPROACH

L
LIASON ON
POINT &
RESPONSIVE

I
IDEAS &
INNOVATIONS

V
VALUE IN
ALL YOU
DELIVER

E
EXPERT
PEOPLE &
SERVICES

R
RESPONSIBILITY
& OWNERSHIP



WRAP UP



WRAP UP - ACTIONS

Bring strategy to your business development. Lay the groundwork, evolve your processes, and make a concerted effort to provide VALUE.

- What's one thing I can do tomorrow to increase my win ratio?
- Name at least two people to help you do it.
- Just do it!



WRAP UP - BE VISIONARY

“The only way you are going to have success is to have lots of failures first.”

- Sergey Brin, Google Co-Founder

“A dream does not become reality through magic; it takes sweat, determination, and hard work.”

- Colin Powell, former U.S. Defense Secretary





THANK YOU!



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<http://www.pghwong.com>

