



# THINK LIKE A START-UP

An Entrepreneurial Approach to Developing Business

May 2, 2023, 1:00 p.m.



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# HOUSEKEEPING NOTES & TIPS

- ✓ **Take Note of Emergency Exits**
- ✓ **Silence Your Mobile Devices**
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- ✓ **Questions will be addressed in the allotted time**
- ✓ **Presentations will be posted in the Attendee Service Center (ASC) post conference**



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MISSION  
SUCCESS  
STARTS  
HERE  
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MAY  
2-4  
2023

San Antonio,  
TEXAS



# SPEAKER



Sal Forgione  
HDR, Inc.

Senior Project Manager, Client  
Development Lead

## Fun Facts

- Loves the New York Jets
- Loves to garden
- Beach bum
- Very proud Dad

# Learning Objectives

**Objective 1.** Analyze various managerial styles and business practices within the architecture, engineering, and construction industry

**Objective 2.** Understand and evaluate project requirements during pursuit and delivery, and how to respond to such requirements in a creative, innovative way

**Objective 3.** Identify and develop your own entrepreneurial spirit toolkit tailored to your unique business needs and client demands

**Objective 4.** Define various approaches to marketing and business development in a constantly changing business climate based on various client needs



# DISCLAIMER

I cannot physically cover everything related to business development, but I can try





# Setting the Stage



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# What Does it Mean to be an Entrepreneur?



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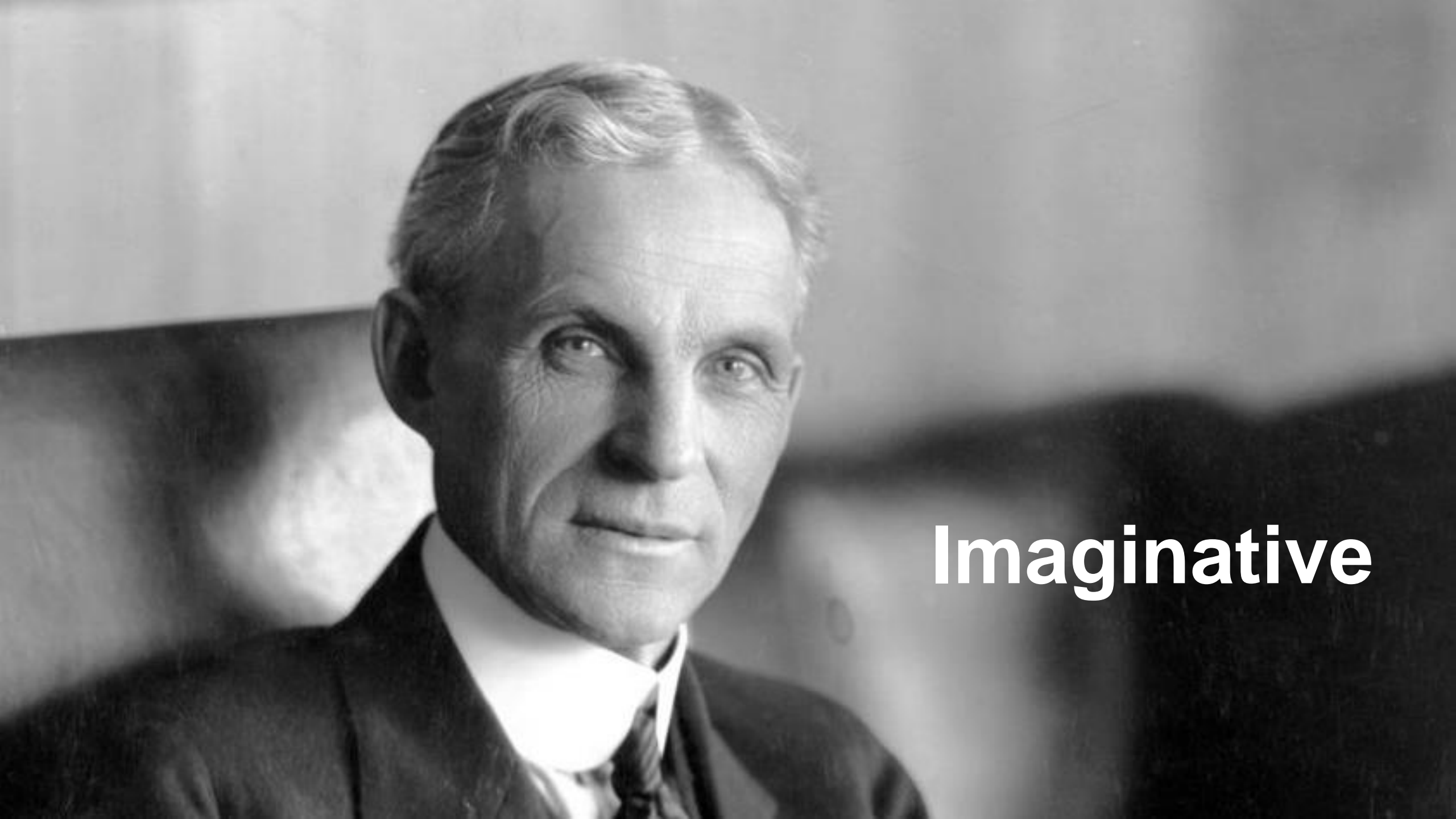
A black and white portrait of an elderly man with a full, white beard and mustache. He has white hair and is looking directly at the camera with a serious expression. He is wearing a dark, heavy suit jacket over a white shirt and a dark bow tie. The background is dark and textured.

**Revolutionary**



*Mrs. Fields*<sup>®</sup>

**Perseverance**



**Imaginative**



**Limitless**



**Hard-working**

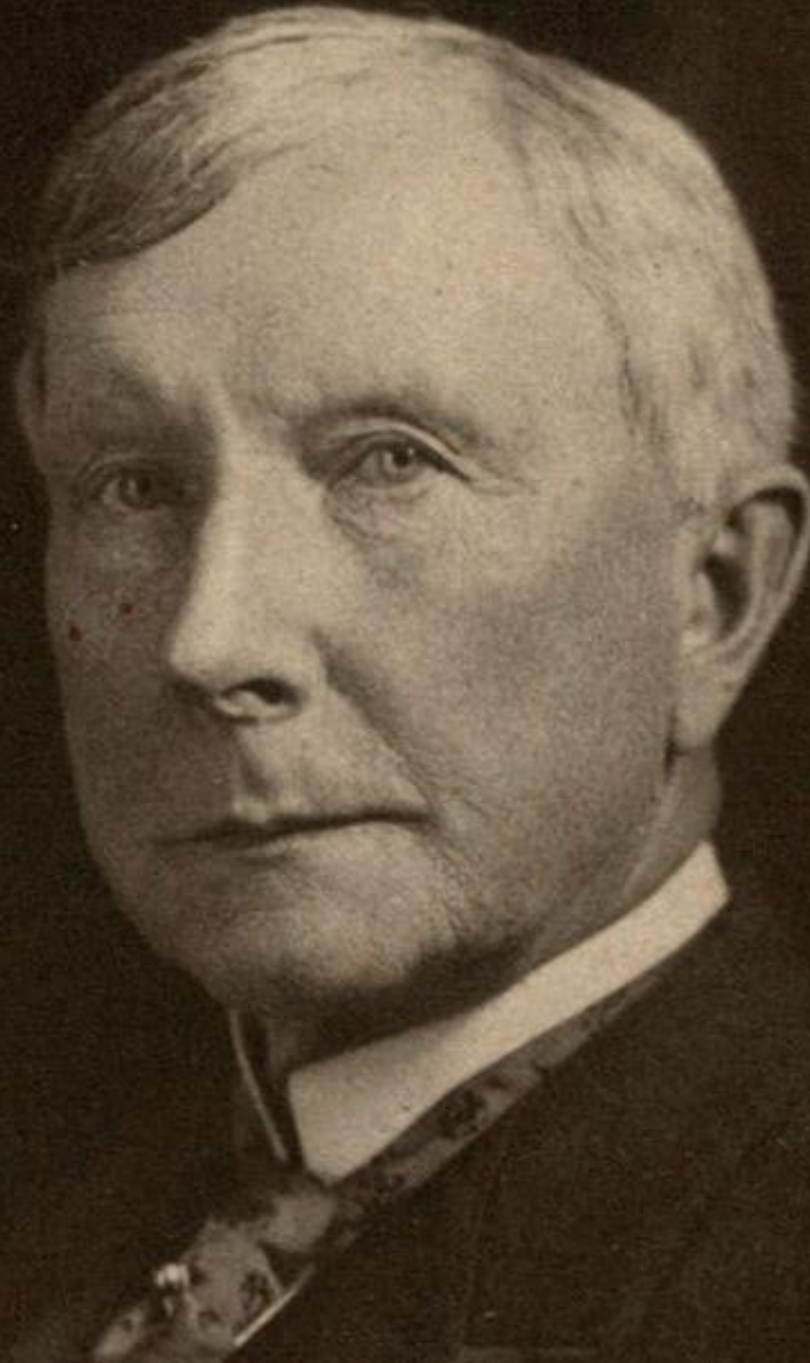


Oprah



**Powerful**

**Philanthropic  
(and Controversial)**





**A wide variety of ‘entrepreneurs’**

***But what do they all have in common?***



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# What do they have in common?

- Not afraid to fail, and fail, and fail
- Self-starters / self-motivated to do well, and do good
- Big-picture thinkers
- Strong understanding of limited resources
- Curious about the world around them



# Sound Familiar?



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# So, Ask Yourself the Following Questions...

- What are my personal goals as an entrepreneur?
- What are my company's goals?
- Do the two align?
- Do I have the right strategy?
- Can I execute the strategy?



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# Being an Entrepreneur Means...

- Being told no, then changing your strategy
- Being confronted with problems, but staying on task
- Concerning yourself with 'BIG' issues
- Leverage the support of your team (sidekick)



# Sidekick Theory



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# Being an Entrepreneur / Start-Up Mentality

Uber



NETFLIX



Meta



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# The Entrepreneur // Start-Up Mentality



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# The Entrepreneur // Start-Up Mentality

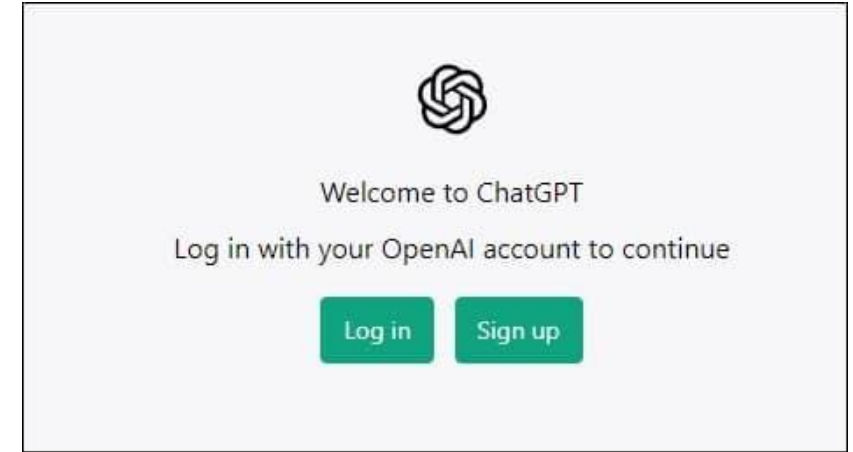




# The Entrepreneur // Child-Like Confidence



# The Entrepreneur // AI Power



# Building Business – What's it to YOU

1. Perseverance & Child-Like Confidence
2. Having Support (Sidekicks, Advocates, Mentors)
3. 'Start-up' Agile Mindset – The Lemonade Stand



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# The Stage is Set



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# The Stage is Set

Now, how do I apply the ideals of the Entrepreneurial Spirit to Business Development?



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# Building Business – What's it to YOU

1. Perseverance & Child-Like Confidence
2. Having Support (Sidekicks, Advocates, Mentors)
3. 'Start-up' Agile Mindset – The Lemonade Stand
4. **Mapping Your BD Plan – Start Small**
5. **Clarifying Alignment of Mission & Goals (ROI)**
6. **Building Lasting Relationships**



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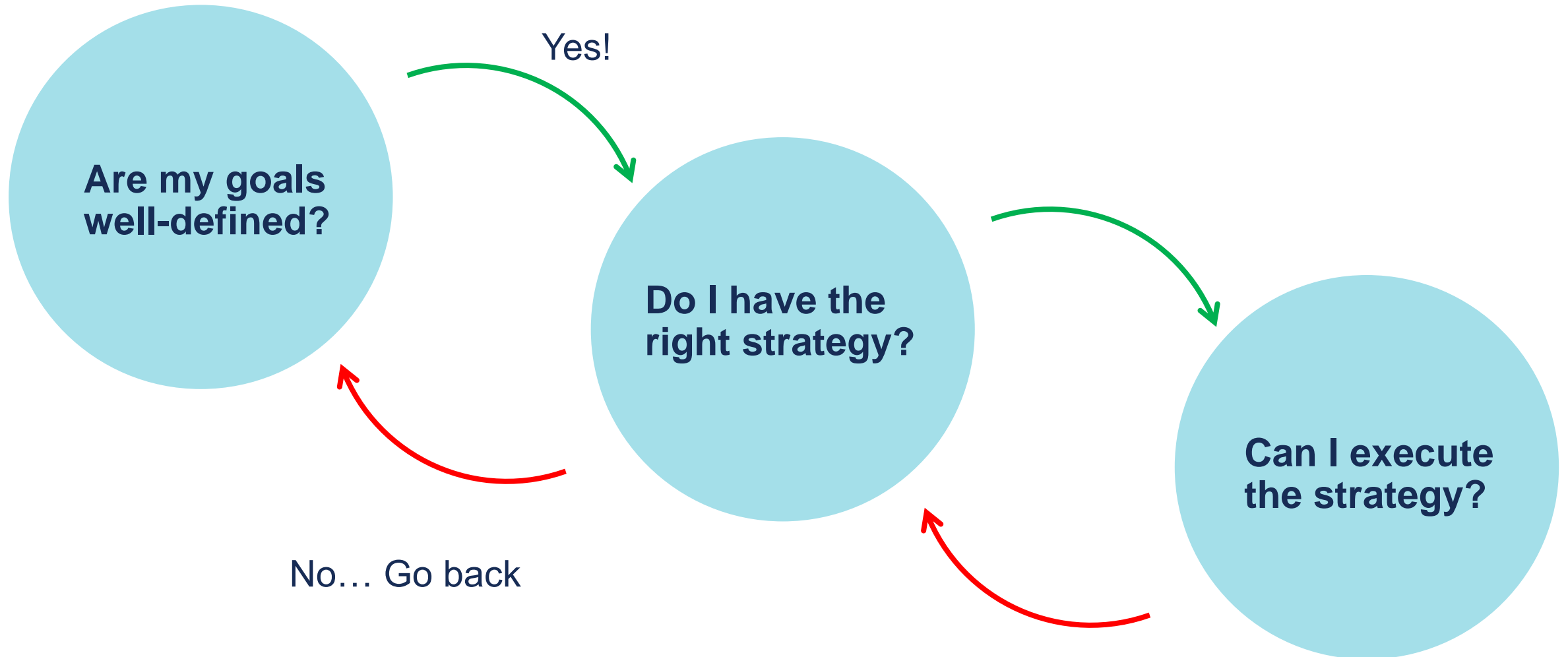
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# The Building Business Roadmap



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# Various Models of Business Development



## Seller-Doer

*Project - based*



## Fork and Knife

*Program - Based*



## Shotgun Marketing

*Portfolio - Based*





# Seeking Out Clients and Projects



# Building Lasting Relationships

## Traditional Opportunities

- Breakfast, Lunch, Dinner
- Golf Outings
- Industry Days
- Meet and Greets
- Email a brochure - hope for an email back

## Alternative Opportunities

*Think Touchpoints*

- Get involved in industry associations
- Keep in Touch 'KIT'
- Fishing trips and walks
- Virtual Coffee
- Lunch, Dinner, Golf, etc.
- Scheduling 15 minutes before or after a meeting to discuss the next project

# Building Lasting Relationships

Rather than asking: **“What will make my prospect ‘buy’?”**

Ask: **“How can I add value to inform a ‘buying’ decision”**

Rather than asking: **“What projects do you have in the queue”?**

Ask: **“Are there projects in your pipeline that will allow us to support your mission?”**

**OR “Our team would love to help develop and define your mission and goals”**



# Building Lasting Relationships

# Do, with Empathy.

Move beyond vendors and purchasers  
and humanize your approach



# A New 'Sales Funnel' Approach in A/E/C



# A New 'Sales Funnel' Approach in A/E/C

- What's this funnel look like as you evaluate opportunities?
- Understanding project requirements
- Evaluating pursuit strategy against wants and needs
- Identify the delivery team (people and projects)
- Evaluate agency budgets against your fee
- Respond to such requirements in a creative, innovative way





# 'Toolkit' Approach

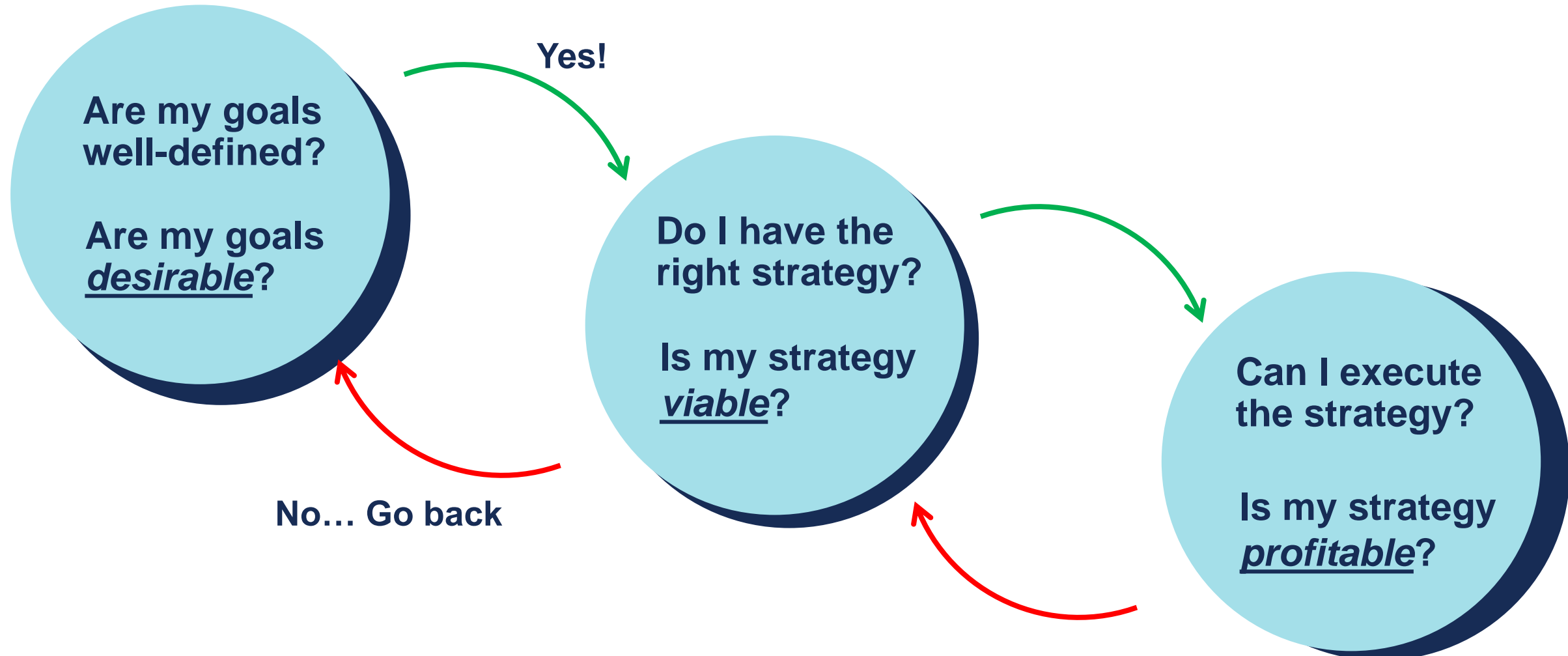


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# The Entrepreneur's Tool Kit Worksheet to Building Business



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# The Entrepreneur's Toolkit

## Building Business Readiness Checklist

### Are my goals well-defined?

- Personal aspirations
- Business goals
- Tolerance for Risk
- Financial metrics
- Outcomes
- Key Performance Indicators in place
- Supports growth

### Do I have the right strategy?

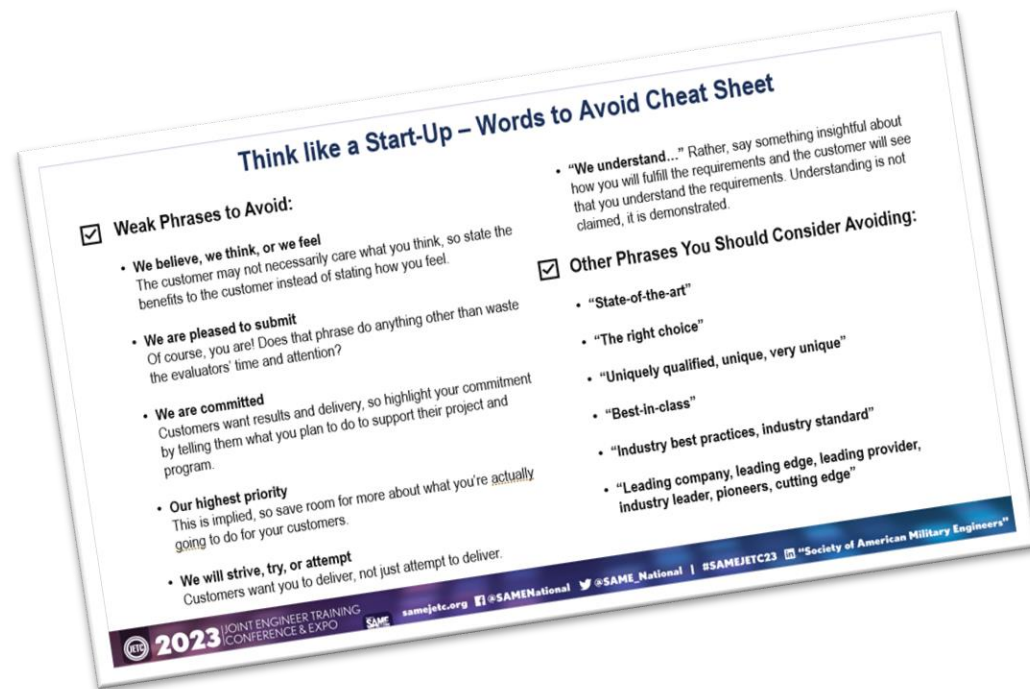
- Clear definition
- Win themes
- Expert knowledge
- Mission-driven
- Client champion defined
- Profitability
- Able to withstand growth

### Can I execute the strategy?

- Resources
- Organizational Buy-in
- Infrastructure
- Clearly defined roles
- Workplan
- Value Proposition
- Clear Start & End Dates



# BONUS! Words to Avoid Cheat sheet



## Some of my favorites:

- Don't just use general sales terms such as 'On time or on budget'
- Use of the word 'Ensure' is a word that is implied – don't 'ensure', DO
- 'We are pleased to submit'... Of course you are! Does that phrase do anything other than waste the evaluators' time and attention?

# Think like a Start-Up – Words to Avoid Cheat Sheet

## ☑ Weak Phrases to Avoid:

- **We believe, we think, or we feel**  
The customer may not necessarily care what you think, so state the benefits to the customer instead of stating how you feel.
- **We are pleased to submit**  
Of course, you are! Does that phrase do anything other than waste the evaluators' time and attention?
- **We are committed**  
Customers want results and delivery, so highlight your commitment by telling them what you plan to do to support their project and program.
- **Our highest priority**  
This is implied, so save room for more about what you're actually going to do for your customers.
- **We will strive, try, or attempt**  
Customers want you to deliver, not just attempt to deliver.

- **“We understand...”** Rather, say something insightful about how you will fulfill the requirements and the customer will see that you understand the requirements. Understanding is not claimed, it is demonstrated.

## ☑ Other Phrases You Should Consider Avoiding:

- **“State-of-the-art”**
- **“The right choice”**
- **“Uniquely qualified, unique, very unique”**
- **“Best-in-class”**
- **“Industry best practices, industry standard”**
- **“Leading company, leading edge, leading provider, industry leader, pioneers, cutting edge”**



Q&A

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