BUSINESS DEVELOPMENT

The mission of the Business Development Team (BDT) is to increase company profit through high quality project opportunities. This will be accomplished by building and nurturing relationships with existing clients; and generating and following qualified leads to acquire new clients. The BDT will pursue and target market segments and geographical locations consistent with the KIER's Strategic Plan.

The following procedures and skills are required knowledge for any KIER Business Developer.

Processes and Procedures:

Determine Your Objective - At the end of every year, KIER's Get Work Team (GWT) will meet to evaluate the current year and discuss our goals and strategies moving forward. It is critical that the BDT understands KIER's strategic plan and aligns its time, resources, and efforts accordingly.

Cosential CRM Database – Cosential is the software that will be used by the BDT to monitor the activity related to all contacts. Each member of the BDT will be proficient in its use and attentive to keeping the database current and up to date.

- All clients are to be entered in to Cosential when it is determined that they are likely to receive additional personal contacts or when it is determined that the contact is likely to result in a project.
- BDT members will pay special attention to including current addresses, phone numbers, and e-mail and website information and to making sure that the contact information is current.
- When entering clients in to Cosential, BDT members will assign the contact to his/her group. If the BDT member feels that it is in the best interests of the client and the company that another team member be responsible for the contact, then the Director will be responsible for assigning the contact to a group.
- All significant contact with the client will be noted in Cosentail. BDT members may also use the database to record attempts to make contact and to record general information about the client,
- The BDT member will determine when it is no longer appropriate to keep the client in the database and will delete those records. Regular review is important so that the database continues to be a meaningful record.

Existing Clients – An existing client is one in which KIER has previously accomplished a project or has a history of participating in a regular bidding process. The majority of KIER's projects will come through clients who have already been established.

- Cosential Contact Review: Each record in Cosentail will be reviewed at the end of each year. The BDT member will determine if personal contact with that client is appropriate. It is recognized that because of circumstances some contacts are in the database for the sole purpose of receiving KIER advertising material.
- Regular Contact: Each client or prospective client should receive the appropriate constant contact. That interaction may consist of face to face meetings, telephone calls or e-mail exchanges. Knowledge of the individual contact and need for the frequency and type of communication shall be determined by the team member managing the client. Each approach will be based on the BDT member's knowledge of the client and his/her needs, as well as upcoming project potential.
- Client Familiarization: Each BDT member will become familiar with clients, their families and their interests. Invitations to special KIER client events will be extended based on that information.
- Constant Job Satisfaction: When we start a project with a client it is the responsibility of the BDT member that sold the project to stay in constant contact with that client through construction. We should be visiting the site and talking to the client at least every two months. Should significant problems become evident during the mid-job interview, the BDT member should be involved with the overall team's approach to solutions.
- Site Visits: The Business Development team members will regularly visit project sites. The purpose of the site visit is to increase knowledge of projects; develop a working relationship with operations team members and improve communication with clients. It is recommended that the project be discussed with the Project Manager prior to visiting the site.
- Social Events: Activities that fit the client's preferences will be utilized to develop stronger relationships. Lunch, dinner, golf, client events, Jazz games, Weber State University Basketball games and other opportunities that strengthen client relationships are critical for better relationships and increased profitability. Creativity as well as knowledge of the client's interests is of particular importance.
- Website Review: Client websites (particularly public entities) will be regularly reviewed to keep abreast of the latest projects.

New Client Acquisition – The acquiring of new clients is primarily the responsibility of the BDT. However, all KIER employees are expected to assist with this effort. New clients will need to be acquired each year to help sustain KIER's growth and to replace projects of existing clients as business opportunities change.

- Referrals: The BDT will verify and, if deemed credible, will track and follow up on each new lead. These leads might come from existing clients and contacts, architects, information from superintendents, project managers, estimators, subcontractors and suppliers.

- Cold Calls: BDT members will generate and track new leads and opportunities through a number of sources including Dodge Reports, Construction Journal, trade publications, newspapers, magazines and property signs, etc.

Project Evaluations – Whether new project opportunities come from an existing client or as a result of effort to acquire new business. The Get Work Team will strategically evaluate each client and opportunity to determine how we will approach the opportunity.

- An emphasis will be placed on quality projects with a reasonable chance of profitability and manageable risk.
- Factors to be considered include:
    - Relationships: Evaluate and determine the strength of the existing relationship with the architect, owner or project manager.
    - Long Term Potential: Evaluate whether this client has the potential to provide KIER with quality future project opportunities.
    - Chance of acquiring the project: Evaluate the number of competitors, selection process (bid, proposal process, etc.) and realistically determine the chance of winning the project or beginning to develop a long-term relationship as a result of participating in the process.
    - Resources: Evaluate and determine if KIER can realistically provide the personnel needed to acquire and deliver the project. This evaluation must realistically include marketing, estimating and operations personnel.
    - Funding: Determine up front if the financing or funding is in place.

Proposals: Proposals may come in the form of Request For Qualification (RFQ), Request For Proposal (RFP), General Conditions (GC) and Fee Bid etc. The BDT member serves as the team leader and will work closely with the other assigned team members in the development and submission of these proposals. The BDT member will work with other department heads as required to organize a team to develop the proposal. The BDT member is responsible for writing the management plan, organizing and conducting team meetings, developing and implementing any required presentations and coordinating with marketing in the development of presentation aids. It is expected that the BDT member will find out as much information about the project, users, selection committee members, location, start and finish dates and key "hot buttons" that may give the KIER team an advantage over the competition. It will also be the BDT member's responsibility to organize a debriefing of the proposal's successes and failures and share that information with management, the project team and other BDT members.

Company to Company Lunch Meetings: Architects, developers, real estate brokers, engineering firms and other like contacts are a wonderful source of information regarding new projects and potential new clients. BDT members will maintain regular contact with these types of firms in targeted areas. The BDT will put together Lunch Meetings approximately monthly with a few members of these firms. Marketing will provide organizational assistance to these meetings.

- Targeted firms will be identified in Business Development staff meetings with assignments made for a BDT member to contact the firm and find a date.
- An adequate number of BDT members and KIER Team members will attend the event to insure effective communication with the invited guests.
- Appropriate Dress for the occasion and for the invited firm will be worn.
- Brochures and/or other advertising materials will be distributed to the invited guests so that they can learn more about KIER.
- A BDT member will pick up the check and use company provided credit card for the expenditure under the normal policy.

Collateral Materials: Marketing materials are custom assembled and distributed to clients on an as required basis to provide desired information about KIER for clients and potential clients.

- The Brochure process begins with a written request to the Marketing Coordinator requesting the brochure and providing the name and company of the contact and the type of project profiles to be included.
- Brochures are bound identifying KIER Construction and personalized for the individual/company who is to receive the brochure.
- The brochures include general information about the company relative to organizational status, officers, banking and insurance relationships, licenses.
- The main section of the brochure is project profiles custom designed to address the client and the client's potential projects. Those who request brochures should identify to the Marketing Coordinator the kind of profiles that are to be included in the brochure.
- Brochures are best distributed with a personal contact, however, it is not unusual to mail the brochures when the client is out of the area or there is difficult in arrange a personal meeting. If mailed, a cover letter from the BDT member would normally accompany the brochure.

Business Development Bid Calendar: The BD bid calendar includes dates when plans are expected to be received and when bids are due. Each BDT member has the responsibility to update the calendar on a regular (at a minimum weekly and possibly daily) basis with those projects for which they have responsibility. The Director of Business Development will assign a team member with the overall responsibility for the Calendar.

- Calendar Software: The calendar for the current year is in Outlook and will be shared with those members of the BDT that are required to update the opportunities.
- Projects: Projects are color coded to identify the type of bid.

- Bid Dates: The BDT will update the Bid dates using the Estimating bid calendar as prepared by the Vice President of Estimating and the Bid Calendar prepared by the Estimating Assistants.
- Project Order: Projects are to be listed in the calendar on the expected date of arrival/due with Bids (hard bid projects as well as negotiated projects) listed first followed by Budgets and then Plans.
- Distribution: Biweekly meeting will be held with the Chief Estimator to review the calendar and discuss any recent additions.

Community and Trade Organization Involvement: BDT members will be involved in Community and Trade Organizations based on their interests, the impact on KIER and approval of the Director of Business Development. Community organizations might include the local Chambers of Commerce and economic development corporations; boards of reputable charitable organizations; and appropriate local activist groups. Typical Trade Organizations include NAIOP, ULI, ICSC, ABC, AGC, SMPS, UHC, etc. When approved KIER will allow BDT members the time away from normal work responsibilities to be involved and will reimburse the employee for reasonable expenses including dues, and other approved expenditures.

Continuing Education: BDT members are encouraged to attend at least one Continuing Education seminar each fiscal year. These educational opportunities should be selected based on the contribution that the course can make to increase the effectiveness of individual team members. Desired courses will be identified by the BDT member and approved by the Director of Business Development. Reimbursement of normal expenses will be handled per company policy.