

# GETTING TO THE C LEVEL





**Donald R. Trim, P.E., P.S.  
(1937-2005)**



**Robert A. Waitkus, P.E.**



CEO



**“I need you to reduce our costs.  
I want to save money for the  
company and get myself a promotion.”**



**“And the first cost we’re going to reduce is your fee. Whatever it is, it’s too much.”**



**“Don’t tell me how to save money.”**



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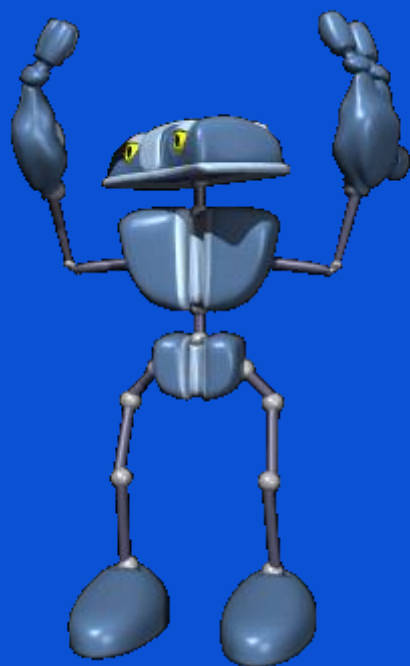
**“Saving money is everyone’s job.”**



**“My job is making money.”**



**“Tell me how to improve our profitability.  
I’ll pay a lot for that.”**



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**Fear not.**

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Logic is not all it's cracked  
up to be.**

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Logic is not all it's cracked  
up to be.  
Consider the benefits.**

# 1. Sole-source procurement;



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**“Are you willing to do what it takes?”**

# GO

**GO  
OUT**

**GO  
OUT  
THERE**

**GO  
OUT  
THERE  
AND**

**GO  
OUT  
THERE  
AND  
SELL**

**Put someone in charge  
of the sales effort.**



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**The person you select will  
not have enough time to do it.**





**Make the time available  
through promotion and  
investment in  
additional personnel.**



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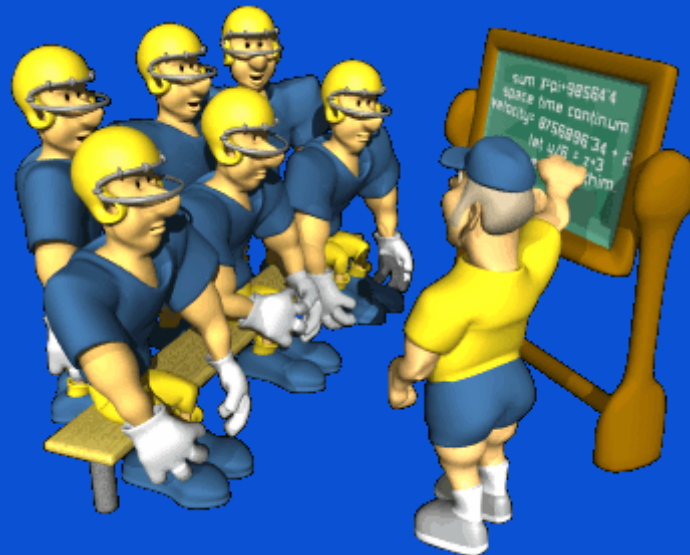
# Assemble a team.



**None of those selected will  
have enough time, especially**



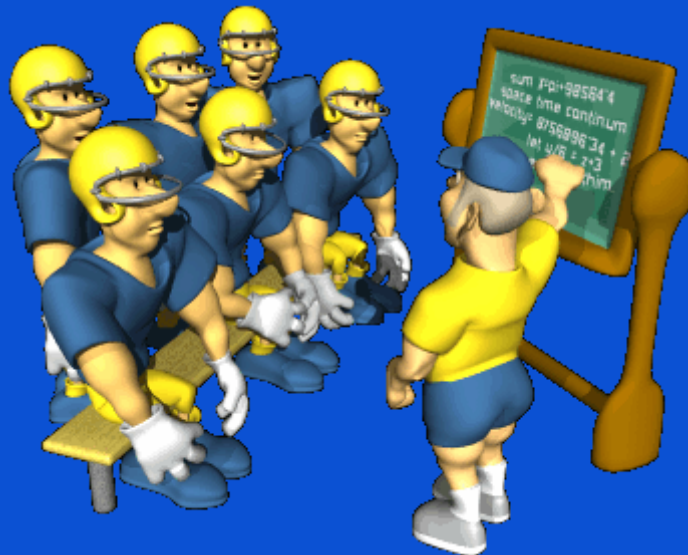
**None of those selected will  
have enough time, especially  
because they do not want to  
be involved in selling**



**None of those selected will  
have enough time, especially  
because they do not want to  
be involved in selling  
or, more accurately,  
what they think (mistakenly)  
selling is.**



**If selling isn't already part of  
their job descriptions,  
it needs to be.**

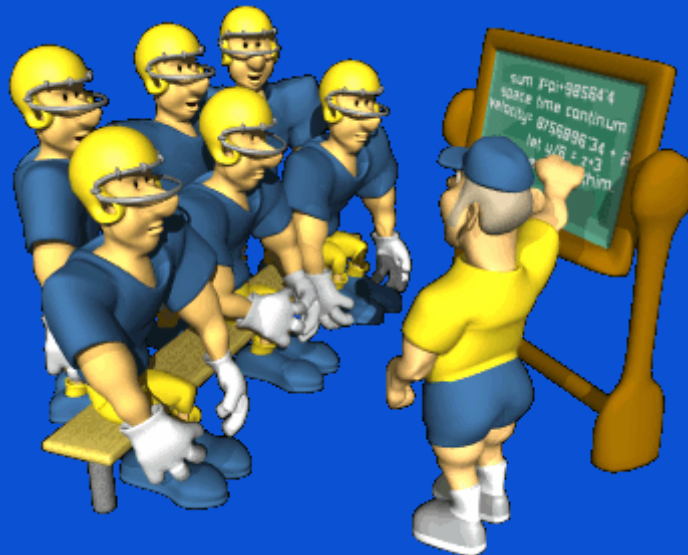


**They need to know that  
new commissions aren't  
delivered Monday mornings  
by some kind of  
magic truck.**



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**But give them the training,  
encouragement, time,  
rewards, direction, and  
oversight  
they need to succeed.**

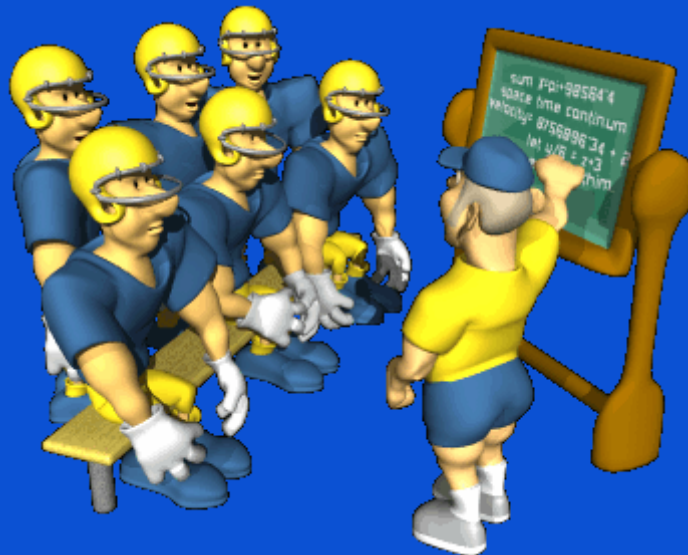




# Remind them that all they have to do is



**Remind them that all they  
have to do is  
sell themselves.**



**Because that's  
the only tangible  
thing they can sell.**

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the only tangible  
thing they can sell.  
Selling professional services  
is not like selling a product,  
like a car  
that you can take out  
for a test drive.**

**When you're selling  
professional  
services,  
you're selling**



# STEAM



# PROMISES

**Intelligent individuals  
don't buy promises from  
people they can't trust.**



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**In order to be trusted,  
you have to sell yourself,**



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**In order to be trusted,  
you have to sell yourself,  
which can be a lot tougher  
than selling a car.**



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**But all members of your  
sales team have sold  
themselves successfully  
before. That's why**



But all members of your  
sales team have sold  
themselves successfully  
before. That's why  
**they have jobs and,**  
**in most cases, spouses.**



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**All you have to do is  
put yourself in the  
right place at the  
right time and then**

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**All you have to do is  
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**BE  
YOURSELF**

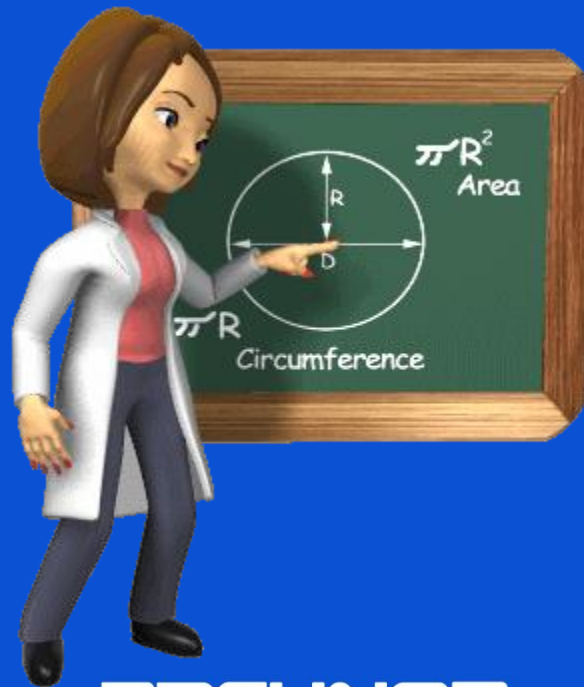


**But how do you establish  
the right place and  
the right time?**

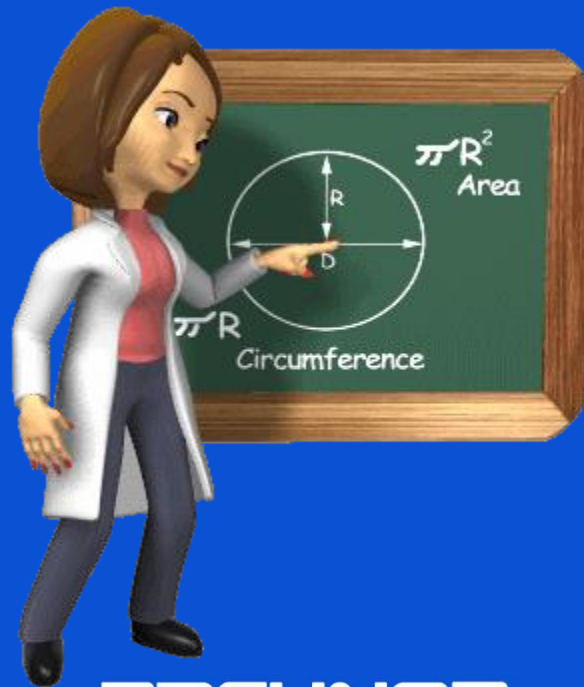


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Start by figuring out whom  
you need to be in front of.



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you need to be in front of.  
**To do that, you need to**



# IDENTIFY TARGET CLIENTS.



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**SPECIFIC TARGET CLIENTS.**



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**Companies that use the kind  
of services you offer or could  
offer, but now are dealing  
with one of your competitors.**



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**❑ Group the targets by industry.**

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- ❑ **Have them perform research on each company.**
- ❑ **Give them deadlines they're required to meet.**

**Use all your information  
sources to identify all  
contacts in the targeted  
organizations...especially  
those at the C level and  
those who know or know about  
those at the C level.**

# **INFORMATION SOURCES INCLUDE...**

- Internet
- Others in Your Firm (Include Their Spouses)
- Friends, Neighbors
- College Friends
- Subconsultant/Subcontractor Representatives
- Other Consultants/Colleagues
- Accountant, Lawyer, Banker
- Association Peers
- Commercial Vendors
- Client Representatives
- Association Executives
- Marketing Circle

**As a member of the service  
industry, you are in the  
people business.**

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industry, you are in the  
people business.**

**Learn what you can  
about the company you want  
to interact with.**

**“That would be I.”**

- **Background**



- **Background**
- **Reputation**

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- **Personality**

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- **Passions**
- **Organizational involvements**

**Consider GBA conferences.  
The number-one benefit  
attendees derive is networking,  
but it's usually expressed  
as being together with  
good friends.**



Where and how did you  
Most commonly, through  
established these relationships?  
shared committee services?





- **Background**
- **Reputation**
- **Personality**
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# Rotary

# Rotary Chamber of Commerce

**Rotary  
Chamber of Commerce  
Industry organizations**

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Professional societies**

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**Passion-related groups**  
**Political organizations**  
**Religious groups**  
**Community organizations**

**In which groups are the  
targeted individuals  
personally most active?**

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targeted individuals  
personally most active?**  
**Learn that by identifying  
the organizations and,  
for each, meet with...**

# THE EXECUTIVE DIRECTOR



for lunch or



# breakfast



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**With which committee or activity is the individual most involved?**

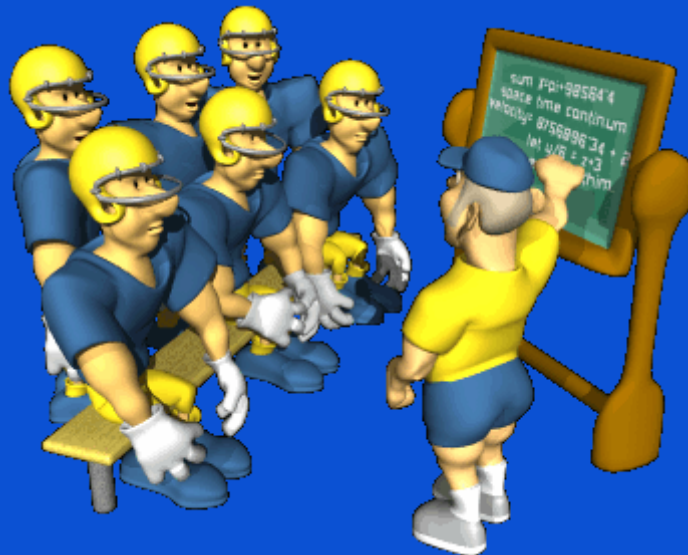




# Now it's time to put together a game plan.



# Who will represent your firm in the targeted organization, on just the right committee?



**Most likely, your firm's CEO  
or local branch/regional  
manager.**

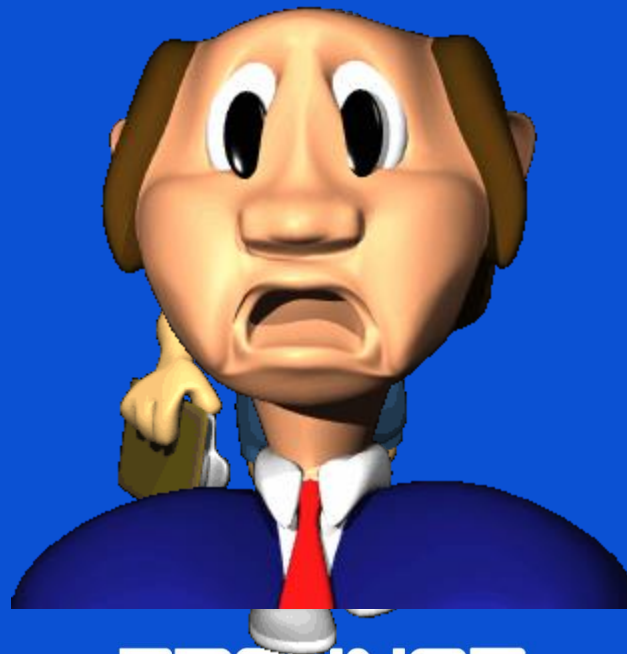


**Which is why the person  
in charge of the effort**



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**may just have to be...**



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**Or at least on the team  
and up to speed.**



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**Knowledgeable about the  
prospective-client organization,  
the industry it's in, the  
challenges facing the  
industry and the organization,  
and its C-level representative.**



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**Diligent effort is essential.**



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**Diligent effort is essential.**

**Each organization you hunt  
for already is dealing with  
one of your competitors, which –  
ideally – has begun to take the  
client for granted.**

**This is not the only way  
to get the job done, of course,  
especially when it comes to  
public-sector work; i.e.,  
there are many ways  
to skin a cat.**



# ~~AND~~ ~~BE~~ ~~TAKE~~ AWAY

~~WHAT ARE YOU DOING TO KEEP~~ THE  
CLIENTS YOUR COMPETITORS MAY BE  
TARGETING RIGHT NOW?



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# AND BY THE WAY

~~WHAT ARE YOU OLD BEING OUR~~ KEEP THE  
~~CLIENTS YOU GEOSIMB KINNERS~~ MAY BE  
TARGETING RIGHT NOW?



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**SELLING  
IS NOT A  
“SOFT SKILL”**

**SELLING  
IS AN  
ESSENTIAL  
BUSINESS  
SKILL**

**YOUR  
FIRM  
NEEDS TO  
MASTER**



Thank You

