

Welcome to the Zweig Group

A new era dawns as this company moves ahead refreshed and re-emboldened.

Here we are in 2014 with a company that's rock solid – thanks in no small part to you, our readers, clients and customers – and the hard work of our loyal and dedicated group of employees.



Mark Zweig

EDITORIAL

The 15th Annual Hot Firm and A/E Industry Awards Event marked the announcement of a new name and complete rebranding of ZweigWhite to the Zweig Group. It marks the end of an era and the beginning of a new age for our 26-plus-year-old firm.

We started the company back in 1988 – Mark Zweig & Associates as it was first called (changed to ZweigWhite in 1994) – with a simple idea: We were in business to help make our A/E/P and environmental firm clients more successful. And we were successful ourselves, growing by 30 percent a year for 13 years and getting a spot on the prestigious Inc. 500 list of fastest-growing privately held firms two years in a row.

We lived the American entrepreneurial dream: We started our business with \$1,000, made a profit every year, and sold out for a nice chunk of cash and some continuing ownership in a combined enterprise that included a media company and tradeshow group – all under a new entity called “ZweigWhite Information Services.”

We went through Hell and back since then. After the sale, the company grew for a short bit, borrowed a bunch of money from a mezzanine lender,

See MARK ZWEIG, page 2

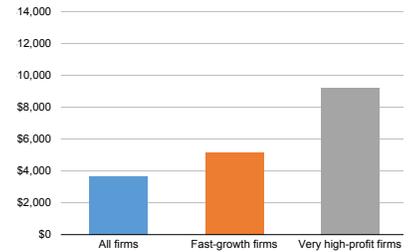
MORE COLUMNS

■ GUEST SPEAKER: Squads engage technical staff in selling. Page 6

■ BRAND BUILDING: Time for a rebranding. Page 7

TRENDLINES

Paying the price



The Zweig Group's 2014-15 Successful Firm Survey finds that bonus costs per employee at very high profit firms and fast-growth firms tend to be higher than those for firms overall.

According to the recently released report, very high profit firms' and fast-growth firms' bonus costs per employee are at a median of \$9,227 and \$5,153, respectively. Meanwhile, the overall sample shows a median of \$3,661.

– Margot Suydam, Director, Research

FIRM INDEX

Carney Engineering Group	10
ECS Carolinas, LLP	11
Hunton Brady Architects	9
JLG Architects	10
Klotz Associates	10
Landpoint	4
Lionakis	9
Shive-Hattery	8
Architecture-Engineering	8
Surveying And Mapping, LLC	3
WSP Global Inc.	3

PORTFOLIO



Mascot delivers the good news

Page 11

Hot Firm top 3 talk success

Page 3

MARK ZWEIG, from page 1

and then got bloated and eventually imploded. We were but a shell of our formal selves when I got drafted back here in 2010 by the lenders who took over the company in 2009.

Since then, we have gone through most every area of our firm, making changes and improvements to get us back on course. We bought our magazines back in 2011, bought ourselves back from our lender in 2012, and even got named to the Inc. 500 | 5000 list again in 2013 – a big accomplishment, especially considering how far back we'd fallen. We paid down a ton of debt. The firm owed everyone (in 2009, our debt was close to two-and-a-half times our annual revenue!). We hired some new people. We changed, massaged, improved, cut, added, rebuilt – did everything we could do with little or no money to make things right again with our business, clients, customers, employees, vendors, suppliers, and service providers.

We are proud to be associated with a great industry that plays such an important role in our nation's and the world's economy and helps improve the quality of life for all.

Now, here we are in 2014 with a company that's rock solid – thanks in no small part to you, our readers, clients and customers – and the hard work of our loyal and dedicated group of employees. And we're going forward as the Zweig Group, giving my first business partner, Fred White, his name back (he hasn't been working here for more than six years) and recognizing the fact that we are a group of many other people and talents. We are excited to be THE business resource for the AEC industry going forward.

Notice I said "AEC" industry. We had to add the "C" as integration of design and construction is simply the way things are evolving today. We can no longer allow that imaginary line

to be one that we aren't willing to cross. We are, and will be working for construction contractors and related companies in the years to come.

I've learned a lot myself in the 10 years since we sold ZweigWhite. I moved to Fayetteville, Ark. (where we are now headquartered), became a college professor teaching entrepreneurship at The University of Arkansas, and started my own design/build/development/contracting company, Mark Zweig, Inc. (#3720 on the Inc. 500 | 5000 List for 2014, I'm proud to say!). I'm also a BOD member and minor investor in some firms in our business. Being both a client and provider of design and construction services as well as broadening my knowledge of entrepreneurship, and particularly finance, at a higher level has been an eye-opener for me. Other new talent added here includes my primary business partner, Chad Clinehens, a registered professional engineer and MBA who was a principal and CMO for a leading growth company in our business; Ted Maziejka, an experienced CFO and general manager who has worked for several of the nation's top architectural firms; and Randy Wilburn, a consultant and former ZweigWhite shareholder who at one time started our Atlanta office, among many others. They are all good people who care deeply about our mission and want to help you succeed, and do so from a framework based on research, working closely with other firms in your business, and running our own successful business. We do not preach the gospel from pop psych management books we've read and mindlessly spew back recitations from "Good to Great," "Who Moved My Cheese," and other nonsense. Our opinions are our own and based on our own data and experience!

We are proud to be associated with a great industry that plays such an important role in our nation's and the world's economy and helps improve the quality of life for all. We look forward to working with you personally and helping you and your firms succeed in business in 2015 and beyond. Thanks for your support of the Zweig Group! ■

MARK ZWEIG is the chairman and CEO of Zweig Group. Contact him with questions or comments at mcz@zweiggroup.com.

A/E BUSINESS NEWS

ASIA-PACIFIC CLIMATE CHALLENGES

The increasing effects of climate change on temperatures in various countries across Asia-Pacific will inevitably impact the buildings industry in the region. The industry will have to adapt to these changes, focusing on energy efficiency and renewable energy to combat the hike in electricity consumption, tariffs and operational costs.

New analysis from Frost & Sullivan, Country Benchmarking: "Climate Change Remodels the Buildings Industry in Asia-Pacific," finds that the emerging nations of China and India present the highest market potential for climate change technologies due to their sheer size. Among developed economies, Singapore and Australia provide significant scope in the overall climate change market.

The uncertainty in policies pertaining to climate change in Asia-Pacific, along with the unavailability of funds for research remains a challenge. Greater awareness on the importance of climate change mitigation technologies and their long-term benefits is vital in ensuring the successful implementation of green buildings.

In countries like Japan and Malaysia, the buildings industry is dominated by local market participants, especially in municipal projects. On the other hand, South Korea and Singapore experience intense competition from both local and international builders.

THE ZWEIG LETTER

38 West Trenton Blvd., Suite 101
Fayetteville, AR 72701

Mark Zweig | Publisher
mcz@zweiggroup.com

João Ferreira | Managing Editor
jaf@zweiggroup.com

Christina Zweig | Contributing Editor
cmz@zweiggroup.com

Liisa Sullivan | Correspondent
lsullivan@zweigwhite.com

Tel: 800-466-6275
Fax: 508-653-6522

E-mail: info@zweiggroup.com
Online: www.thezweigletter.com
Twitter: twitter.com/zweigletter
Blog: zweigwhite.blogspot.com

Published continuously since 1992 by Zweig Group, Fayetteville, Arkansas, USA. ISSN 1068-1310.

Issued weekly (48 issues/yr.). \$475 for one-year subscription, \$775 for two-year subscription.

Article reprints: For high-quality reprints, including Eprints and NXPprints, please contact The YGS Group at 717-399-1900, ext. 139, or e-mail TheZweigLetter@TheYGSGroup.com.

© Copyright 2014, Zweig Group. All rights reserved.

AWARDS

Hot Firm top 3 talk success

How they have achieved growth and what they are doing every day to make it happen.

By CHRISTINA ZWEIG
Contributing editor



Pierre Shoiry,
President & CEO,
WSP Global Inc.

Zweig Group's 2014 Hot Firm List celebrates the 100 fastest-growing architecture, engineering, planning and environmental consulting firms in the United States and Canada. These firms have outperformed the economy and competitors to become leaders in their chosen fields.

The list brings together an array of firms from different geographies, sizes, disciplines, that have grown in several (impressive) ways. Just as example, the list contains firms founded just seven years ago, while others have been around for 122 years. Firms on the list come from 37 different states and providences, with eight firms headquartered in California, and seven headquartered in Pennsylvania, Texas, and Minnesota.

Firm sizes range from 14 to 17,000 people, with a median firm size of 175 people. Growth strategies are also varied, and 68 firms on the list achieved their high growth without acquiring or merging with another firm during the past three years.

In this article, we hear from the top three winners.

#1 Pierre Shoiry, president & CEO, WSP Global Inc., (Montréal, QC)

Pierre Shoiry has been with WSP Global since 1989, working as senior associate engineer in Municipal Infrastructure division and vice-president of business development. He has been president since 1995.

HOW GROWTH WAS ACHIEVED. "Our strategy has always been to grow organically and through acquisitions," Shoiry says. "In 2013, WSP presented its 2013-2015 Global Strategic Plan. In its 2013 to 2015 strategic plan, one of WSP's objectives is to become one of the world's 'Top 3' pure-play engineering consulting firms worldwide.

"WSP also has an objective to reach \$2.3 billion in net revenues, including \$500 million from acquisitions, as well as an objective to reach an employee headcount of 20,000 people by 2015. WSP expects the proposed combination with Parsons Brinckerhoff to allow WSP to achieve its 2015 objective of becoming one of the largest pure-play professional services firm in its industry."

HOW DO YOU SPEND YOUR WORKDAY? "Our largest asset being our employees, I spend a lot of time connecting with them. A huge portion of my activities also relates to our growth strategies," Shoiry says. "Paul Dollin, our COO, is in charge of our operations so that I can dedicate most of my time to M&A related activities."

"Our largest asset being our employees, I spend a lot of time connecting with them. A huge portion of my activities also relates to our growth strategies."

WHAT ARE YOU LOOKING FORWARD TO IN THE FUTURE OF YOUR FIRM? Shoiry sees a very bright future for WSP. Looking at the recently announced acquisition of Parsons Brinckerhoff, Shoiry believes that:

- WSP will be a company with a better and diverse portfolio of countries and market segments across industrialized and emerging markets.
- The company will maintain its low risk professional services business model.
- WSP will have a more balanced base of public and private clients. "We have the opportunity to improve margins and benefit from recovery in certain countries such as Australia," Shoiry says.
- WSP will have a strong platform to track complementary acquisitions. The firm will also have a solid balance sheet and a financial profile to keep growing.

"With all these elements, we believe this transaction to be a compelling combination which will provide our employees, clients and shareholders with a bright future, long-term opportunities and value creation," Shoiry says.

#2 Samir "Sam" Hanna, Surveying And Mapping, LLC (Austin, TX)

Hanna founded SAM in 1994 and has been president from the beginning. SAM celebrates its 20th anniversary this year. "I've been a hands-on leader

See HOT FIRM, page 4



CALENDAR

PRINCIPALS ACADEMY 2.0 The Principals Academy 2.0 is an updated version of the Zweig Group's crash course in all aspects of managing a professional services firm.

The program is presented by a team of speakers – including Zweig Group founder and CEO Mark Zweig – with extensive experience working with and for A/E firms. They have a clear understanding of what it takes to survive, and even thrive, in any economy.

The Principals Academy 2.0 is updated with the latest approaches to leading a successful firm in this new economy, including an expanded focus on business development, strategic planning, and financial management. The Principals Academy 2.0 is like a two day MBA for technical professionals and is the most impactful two days you can spend learning to build your career and

your firm.

The two-day agenda covers six critical areas of business management from the unique perspectives of architecture, engineering and environmental consulting firms, and is presented in tutorial and case study workshop sessions.

The Principals Academy 2.0 program includes an extended Q&A session with industry leader Mark Zweig and the panel of speakers. This provides the attendees an opportunity to discuss in-depth the issues facing them at their firms with advice offered from industry leading experts.

Upcoming events include Oct. 16 and 17 in Los Angeles and Nov. 13 and 14 in Miami.

For more information or to register, call 800-466-6275 or log on to www.zweigwhite.com/seminars/tpa.

HOT FIRM, from page 3

the entire time. A lot of my life and soul has gone into this firm," Hanna says.

Hanna says that SAM has faced many challenges along the way, "but I've truly enjoyed both." Through active leadership and by empowering talented teams with the best resources the firm has been able to thrive over the years.

HOW GROWTH WAS ACHIEVED. "I absolutely had a growth strategy from the beginning, but also planned on the flexibility to respond to market conditions over time," Hanna says. "All of our growth has been organic, with several consecutive years of exceptional numbers, and I had the lead role in setting metrics for that. Recently we've acquired new investment partners and will continue to look for M&A opportunities."

"I absolutely had a growth strategy from the beginning, but also planned on the flexibility to respond to market conditions over time."

HOW DO YOU SPEND YOUR WORKDAY? "Most of my average workday is spent in a series of meetings with the senior management staff," Hanna says. "These involve varying degrees of strategizing, team building, and problem solving activities. Due to our geographic reach, business travel is also a regular part of my schedule."

WHAT ARE YOU LOOKING FORWARD TO IN THE FUTURE OF YOUR FIRM? "I most look forward to seeing our company continue to grow geographically and diversify its services. We have a great team and I'll enjoy sharing in their future successes," Hanna says. "We work hard to provide excellent service for our clients, but we also have a lot of fun along the way. The journey will continue to be my best reward."

#3 James Souter, CEO, Landpoint (Bossier City, LA)



James Souter,
CEO, Landpoint.

Souter founded Landpoint in 1984, going from teacher into surveying in 1977. "At the beginning I was sitting at a kitchen table with a drafting board and slide rule, and it's been a real ride for me to watch technology change our profession," he says.

HOW GROWTH WAS ACHIEVED. "Our growth was organic at the firm. In the past few years our board has developed a strategy about where we wanted to be in so many years," Souter says.

"We had tremendous organic growth during the past three years. On top of that we also had an acquisition strategy."

"We had tremendous organic growth during the past three years. On top of that we also had an acquisition strategy that worked in parallel with our organic expansion. We greatly exceed the financial targets the board established five years ago," added Chad Souter, vice president.

HOW DO YOU SPEND YOUR WORKDAY? "I enjoy the ability to jump in wherever I feel like I want to," Souter says. "I work on projects, I work on continued growth strategies, and I try to keep clients satisfied. I try to bring experience from all the different areas together without micromanaging."

WHAT ARE YOU LOOKING FORWARD TO IN THE FUTURE OF YOUR FIRM? "I'm looking forward to more growth and diversification," Souter says. "Just watching the company spread its wings is an awesome thing to me. Though the dollar is great compensation, it's really a reward to see the company grow and people do well, and it's nice to take care of our people who take care of our customers, who are in turn taking care of every one of us." ▀

Do you have what it takes to lead?

A rundown of what leaders look like and what they should be asking themselves.

By LIISA SULLIVAN
Correspondent

You were made to lead. Or were you? Leadership is not something to be taken lightly. People look to you for guidance and you set an example for future behavior. So, let's review what a few management experts have to say to determine if you truly have what it takes to be an effective leader.

GOOD TO KNOW

The vast majority of principals (88 percent) are owners in their firm. It typically only took principals an average of four years with the firm before they became owners.

Source: 2014 Principals, Partners & Owners Survey, Zweig Group: www.zweigwhite.com/p-2193-principals-partners-owners-survey-2014

WHY SHOULD ANYONE BE LED BY YOU? Rob Goffee, a professor of organizational behavior at London Business School (LBS), and an expert on organizations, along with Gareth Jones, a fellow of the Center for Management Development at LBS, coauthored "The Character of a Corporation." They provide insight into how to pursue authenticity in leadership; why that matters and then show you how followers affect leaders.

"A more human leader requires positivity, purpose, empathy, compassion and humility. These traits will put you on the road to making genuine connections with members of your team. It's all about creating a culture of shared trust."

- **Demonstrate authenticity.** Followers turn to leaders to provide a sense of sureness and stability by demonstrating authenticity. This is sometimes difficult to achieve, but the most important things to remember are to be consistent and to match your deeds to your words.
- **Know thyself.** Leaders and aspiring leaders should work to discover their true self by changing routines and getting out of their comfort zone. They should seek feedback from friends and family for truth. They should consider their life story, and go back to their roots when they need to be grounded.
- **Take risks in context.** Leadership always depends on context and situation. Leaders need to analyze their organizations and their constraints, their teams, and the people who shape their results. Leaders with a good sense of situation will conform just enough and no more. Leaders must adapt to context, but that does not mean letting circumstances dominate them.

KEY TAKEAWAYS

- Leaders must be authentically true to themselves, unafraid to express both their strengths and weaknesses.
- Leaders must be able to sense a situation and know how to react to it.
- Great leaders use great stories to communicate with followers.
- There are no leaders without followers. Leadership depends on relationships.
- Leaders must closely manage closeness and distance.
- Leaders must examine their motivation for wanting to lead.
- Leaders need to lead by example.

PUT YOUR SKILLS TO THE TEST

Want to take a quiz on how good your leadership skills are? MindTools.com has created a short test that provides scoring and interpretation www.mindtools.com/pages/article/newLDR_50.htm

- **Closeness and distance.** Leaders must use distance and closeness strategically. They need to distance themselves from followers to get a bird's eye view of the company as a whole, but they also must get close enough to followers to have an insider's understanding.
- **Communication.** Leadership depends on relationships. Leaders need to pick the right channels for communication and the right content. Some do better in formal settings while others do better in more intimate, face-to-face settings. Timing is also critical. Leaders must tell the right stories at the right times.
- **Followship.** Leaders cannot exist without followers who demand:
 - Authenticity: Inauthentic leaders are damaged goods.
 - Significance: Followers need to know that their contribution matters.
 - Excitement: Followers want to be turned on and enthused.
 - Community: Followers want to be part of something bigger than themselves, to be in solidarity with others and to have a social experience.

Terry St. Marie, a leadership consultant, agrees that authenticity is key as well.

See LEAD, page 8



Squads engage technical staff in selling

Marketing strategy development teams led by technical professionals work on future growth-focused agendas.



Greg
Kanz

GUEST SPEAKER

Who at your firm is willing and able to sell? You need both qualities – willing and able – to be successful in selling professional services. There are different schools of thought about who should be active in business development. Do you hire a business development professional? Are principals responsible for bringing in work? Will you take the seller-doer approach?

Research by the Society of Marketing Professional Services Foundation, “A/E/C Business Development: The Decade Ahead,” clearly shows clients want to interact with the technical professionals who can help them.

The research called into question the future of the non-technical business development professional in our industry. (One exception was the public sector. Non-technical business developers are more welcome here than in the private sector.)

LOCAL SQUADS SELL. If you want to engage your technical professionals in marketing, try the squad format. These small, market-focused teams (usually four- to 8 people) aggressively market and sell your firm. Squads foster a stronger marketing culture, coordinate selling efforts and help technical professionals be effective at business development.

Squads are led by design professionals with market expertise, which allows those “in the trenches” to drive discussions. Along with marketing support, the squad leader keeps a pulse on priorities so planning is relevant for the local market.

Shive-Hattery marketing professional Julie Eliason says the squad approach works best for groups at a local level. “Expanding the group to a regional or national level dilutes the focus by bringing in variables that do not relate to everyone, such as conflicting market trends, project delivery methods more common in one part of the country over another, and philosophical differences in how to best approach clients,” Eliason says. “Leverage your regional and national perspective in a different structure.”

Regional and national marketing discussions should be high level strategy – and trend-focused. Every quarter, Shive-Hattery market sector teams gather to update internal growth strategies. Discussion of market trends is helpful to all participants, who take ideas back to local market

Squads are led by design professional with market expertise, which allows those ‘in the trenches’ to drive discussions. Along with marketing support, the squad leader keeps a pulse on priorities so planning is relevant for the local market.

squads for consideration.

Local squad members are people with a passion for marketing clients in a particular market. These willing and able people drive efforts and involve younger staff so they learn by osmosis (building future ability). These teams receive focused training on selling professional services, how to build a network, presentation skills and strategic marketing. Open the door to those willing to market; you can teach and foster ability.

FUTURE-FOCUSED AGENDAS. Agendas for squad meetings are future focused. Each member of the squad has a portfolio of current and targeted clients (not too many – less than 10). They are responsible for building relationships over time. At the squad meeting, identify any new developments, the next steps and what help you need from the team. It’s a great opportunity to present an issue and get feedback.

See GREG KANZ, page 8

Time for a rebranding

ZweigWhite is going through a full rebranding as we focus on the future.



Chad
Clinehens

BRAND BUILDING

Rebrandings are a more extensive process that often includes a name change, new logos, messaging and even possible changes to business model or target market. ZweigWhite has gone through much change throughout its 26-plus years and as such, we are embarking on a full-scale rebranding.

The company was started as Mark Zweig and Associates in 1988 with the simple mission of helping A/E firms and their people be more successful. Six years later, the company changed its name to ZweigWhite as it added partners. Over the course of the following 10 years, ZweigWhite would grow into a \$9 million annual revenue company offering an impressive array of consulting services, books, surveys, seminars and other products/services. In 2004, the company was sold to a private equity firm and combined with both a media company and tradeshow group, with plans to add additional companies with services and products that would expand and diversify ZweigWhite. Unfortunately, those plans did not pan out – the company lost focus on its core market and coupled with the recession, spiraled into financial distress. In 2010, the company that owned ZweigWhite asked Mark Zweig to return to help rebuild it. Fortunately, the market was not exposed to the drama during the 2004-2010 years, and the brand name ZweigWhite remained fairly strong and resilient. Since then, ZweigWhite has fought fiercely to correct the errors of the past and right the ship for a new voyage. That is where we are today.

With a renewed commitment to our original mission, we are outlining a new vision for the company. Much has changed since our inception in the way people prefer to get products and services.

One of the pieces of consulting advice that we often dispense is to continually monitor your client, competition, and market trends, and to be ready to adapt. Even the most established companies must be nimble and ready to change. All companies are subject to change, both internal and external, and must be ready and willing to control the message. Brand “refreshes” or full-scale rebrandings are sometimes necessary to effectively get the message out. Brand refreshes are more of a remodel of an existing brand and would likely leverage the existing name with some new designs, logos and messaging.

As we move forward, we reaffirm our commitment to the architecture, engineering, planning, and environmental industries while recognizing that we must evolve in what our products and services are and how we deliver them.

As we move forward, we reaffirm our commitment to the architecture, engineering, planning, and environmental industries while recognizing that we must evolve in what our products and services are and how we deliver them. With all of the changes, we have decided to rename the company the “Zweig Group”. We chose this name because the word “Group” evokes a sense of team and represents a collection of people and resources that are unified in a clear mission. Our new name and logo marks a transformation of this company with a reverence for our heritage. As with any rebranding, improving the client/customer experience is critical for successful execution. You don’t want to just look different, you also want to feel different. We will be working hard to improve every area of our business in the coming days. It is a process of calculated steps. We look

See CHAD CLINEHENS, page 8



CHAD CLINEHENS, from page 7

forward to your feedback as we take these steps and work to continually improve your experience with us. Thank you for helping us build this great company we now call the Zweig Group. We hope you will notice many positive changes that further enhance your experience with us and that we can become an even bigger part of helping you grow and be more successful in the future. ▀

CHAD CLINEHENS is the Zweig Group's executive vice president. Contact him at cec@zweiggroup.com.

GREG KANZ, from page 6

The feeling you want at the end of a squad meeting is motivation – inspired action to move the ball forward.

“Consent agenda” items like backlog, future opportunities, and call reporting don't need much discussion. Send them before or after the meeting. Stay future focused on market and client observations – trends, competition, barriers to growth, new or expanded services, pricing, etc. Squads are the implementation team for the strategic plan that evolves over time. Strategy development is ongoing process, rather than an annual event.

Challenges commonly encountered include the “I'm too busy to market” mentality. The best time to market is when you are busy. Marketing from a position of strength is preferred – a message reinforced by office leadership.

The other challenge is implementation. Squads are idea factories and often too many strategic initiatives are on the table. Pare down initiatives and keep squad member attention on a focused contact list. Keep accountability simple – what's new, what's next and how the team can help.

Be transparent about what's happening. Share reports of marketing activities, business metrics and key milestones. With the right people in the room, professionals will hold

LEAD, from page 5

“A more human leader requires positivity, purpose, empathy, compassion and humility,” he says. “These traits will put you on the road to making genuine connections with members of your team. It's all about creating a culture of shared trust.”

ACTION SPEAKS LOUDER THAN WORDS. St. Marie offers a list of questions that leaders can ask themselves to address if they are leading by example or not:

- Am I being a teacher and not just a teller?
- Am I building trust and respect, rather than ruling by fear?
- Am I connecting my teammates' work to a higher common purpose that gives their work meaning?

We will be working hard to improve every area of our business in the coming days. It is a process of calculated steps. We look forward to your feedback as we take these steps and work to continually improve your experience with us.

BEST PRACTICES FOR MARKET SQUADS

- **Agenda.** What's new, what's next, what help do you need?
- **Size.** Four- to 8 people is ideal (including office leader and marketing support)
- **Offer training.** Marketing planning, networking, selling, presentation skills, etc.
- **Accountability.** Track marketing commitments and activities (planned calls, etc.)
- **Schedule.** Host monthly squad meetings; “stand-up meetings” keep marketing top of mind. For example, weekly or biweekly for updates on marketing and selling. Cross selling between disciplines and market sectors is always a challenge. Keep asking market teams to think about opportunities *in other markets*.
- **Inspire and motivate.** Your office leader needs to be active to encourage positive progress, help overcome challenges and encourage members to pursue select clients passionately.

themselves accountable to do what they say they will do.

The feeling you want at the end of a squad meeting is motivation – inspired action to move the ball forward. Technical peers help each other succeed and build stronger relationships with current clients and new connections with the right clients. ▀

GREG KANZ is the marketing director at **Shive-Hattery Architecture-Engineering**, Cedar Rapids, Iowa. Contact him at gregkanz@shive-hattery.com.

- Am I using the right metrics to measure and motivate my team?
- Am I enabling my team to fulfill their greatest potential?

THE BOTTOM LINE. “In order to be an effective leader, you need to have the right motivation,” St. Marie says. “Is it the money or the prestige you care about or do you sincerely want to inspire people to do their best?”

Leaders really need to ask themselves why they want to lead.

It is great leaders who bring long-term success to a company. They are the ones who others actually want to follow. Words describing such gifted leaders might include trust, integrity, honesty, direction, steady, interested, vision, likeable, respect, credible and centered. Wouldn't you want to follow someone like this? ▀

RIGHT NOW

Learning from past projects

How firms are looking at the work they have done to develop more effective marketing strategies.

By LIISA SULLIVAN
Correspondent



Karen Moorefield, Associate and Director of Corporate Development, HuntonBrady Architects.

Just as new projects are important to A/E firms, so are new and creative ways to market those projects to keep more work coming in. So, what's working for firms these days? While some tactics are tried and true and date back 30 years, firms know not to sit back on their laurels. They continue to feed the fire with new ways of doing things.

ADD A LITTLE COLOR. Karen Moorefield, associate and director of corporate development at **Hunton Brady Architects** (Orlando, FL), a 73-person design-oriented architecture firm, says that they look for opportunities to get their projects published in industry-relevant publications. They also like to contribute by writing white papers or becoming speakers at local and national conferences/conventions.

In addition, HuntonBrady publishes an electronic quarterly newsletter sent to clients and potential clients.

"When a client sees their project mentioned in the newsletter, we get to hear positive feedback. This is good PR for them as well as reinforcement of how much we value their relationship with us," Moorefield says.

Continuing a tradition that goes back for more than 30 years, HuntonBrady's design principal creates a watercolor poster every year. This holiday poster is reproduced and sent as a gift to over a thousand people, including clients, consultants, friends and family.

"We are proud to be a 67-year-old firm that is rich in history as well as projects. Last year we created and produced a firm monograph which we use as a wonderful marketing tool and another gift for clients," Moorefield says. "We assigned firm leaders to hand deliver the monograph to select clients, providing a great reason to spend time with those clients as well as giving them a gift of our work in a condensed package."

Moorefield says they don't take anything for granted. They carefully craft new marketing concepts during the year and put those ideas into motion.

"Projects don't always sell themselves, but we know with the right team promoting that project we can get it sold," she says.

DRIVING ROI. For Chuck Hack, principal, **Lionakis** (Sacramento, CA), a 200-person architecture and engineering firm, there are several key things that they do to create effective marketing plans.

"When a client sees their project mentioned in the newsletter, we get to hear positive feedback. This is good PR for them as well as reinforcement of how much we value their relationship with us."

They include:

■ **Independent client surveys and debriefs.**

This has helped Lionakis develop an ongoing client management plan and it really helps see where jobs are going well and where improvement may be warranted. "We have 80 percent repeat business and this has helped ensure we keep our repeat customers," Hack says.

■ **Targeted new client action plans.** "These ensure we are getting in front of and staying on top of the new clients we would like to work with," Hack says. The plans allow Lionakis to build specific strategies around each client, tracking success or failure. "They are live documents that we use as discussion and tracking tools and they really help keep us organized and also point out where we are making progress and where we are not," Hack says. As a result, Lionakis has experienced much more success in pre-sell efforts and getting in front of clients before projects hit the street.

■ **PR plan.** Before implementing a comprehensive PR plan with the ability to track and evaluate the ROI, Lionakis' strategies were much more scattered and they did not really evaluate what was getting the most bang for the buck. "Through the development of a comprehensive plan we were able to target and plan our efforts much better and get more out of

See RIGHT NOW, page 10



UNDER THE SPOTLIGHT

CARNEY FEATURED Josh Carney, president of **Carney Engineering Group** (York, PA), a multi-discipline structural engineering firm and serving the Mid-Atlantic region, was selected as a featured author in a recent issue of AUGI World magazine (the official publication of the Autodesk User Group International). The magazine includes Carney's article entitled "Play Nice in the Sandbox" in which he explores the topics of technology and collaboration in the building industry.

"Our industry has seen extensive technological advances all focused on giving us the ability to increase communication and collaboration and yet the way we interact is not much different than how we played together (or against each other) in the sandbox when we were kids," Carney said. "The secrets of effective collaboration are no different now, and follow the rules we learned as kids."

Carney has 20 years of experience in structural engineering, specifically with historic renovation and preservation, forensic engineering and analysis, long-span steel structures, design-build and Integrated Project Delivery. Carney founded CEG in January 2009 and supervises the firm's conceptual structural design and forensic engineering work. In addition, he oversees firm management, business development, marketing and top-level project management.

To read "Play Nice in the Sandbox," visit <http://issuu.com/augi/docs/aw201408hr>.

RAMSEY JOINS BOARD Klotz Associates (Houston, TX), a 120-person transportation, traffic, ITS, water and sewer, aviation, drainage, land development, environmental and consulting engineering services firm, announced that **Tom Ramsey** has joined the Harris County Mayor's Association Board. Ramsey, who is a senior vice-president with Klotz Associates, is the mayor of the City of Spring Valley Village, a community of over 3,700 people, located in northwest

Harris County.

Ramsey previously served as president of both the Houston Council of Engineering Companies and the Houston branch of the American Society of Civil Engineers. He has more than 40 years of experience in civil engineering – the last 21 with Klotz Associates.

Among his most well-known projects in the area, Ramsey helped lead efforts to revitalize the Terry Hershey Park Bikeway, in conjunction with Harris County. He also oversaw more than 500 miles of design and construction management for the City of Houston's Safe Sidewalk Program. Other projects include the overhaul of METRO's downtown and midtown Houston operations, as well as reconstruction of Kirby Drive.

"I've had the pleasure of working with Tom for a large part of my career, and have tremendous respect for his knowledge and talent. I know he will serve the Mayor's Association Board quite well," said D. Wayne Klotz, president of Klotz Associates.

The Harris County Mayor's Association Board is comprised of municipal chief executives from the 29 incorporated cities located within Harris County. The board assists in the stewardship of local issues that require lateral communication between neighboring municipalities, as well as between city and county governments. As a senior vice-president at Klotz Associates with an engineering career that spans decades, Ramsey brings invaluable experience to the board.

Klotz Associates has been recognized by the ENR Top 500 List of Best Design Firms in the nation for the past several years. With a staff of 120 professionals, the firm provides transportation, traffic, ITS, water and sewer, aviation, drainage, land development, environmental and consulting engineering service. For more information, call 281-589-7257 or visit www.klotz.com.

RIGHT NOW, from page 9

"A building project is usually a once-in-a-lifetime opportunity for a client, and so all of the advertising, brochures and brand programs won't have the impact of showing a client you take their project seriously and will give it the attention it deserves."

each PR opportunity," Hack says. "Having the ability to assess ROI has actually allowed us to cut low value/high cost efforts and replace them with efforts that have a much better ROI, while saving us money in the long run as well."

■ Market research and strategic planning for markets.

Lionakis operates in four core markets (healthcare, education, commercial, and civic). Each market has multiple sub-segments and also serves clients in multiple regions and states. "By doing our homework with good research up front we have been able to effectively target which regions our markets need to be in and what sub-segments we really should be

emphasizing," Hack says. "Then we follow up with a very collaborative strategic planning process." This process has allowed the firm to target long-term goals based on internal research and then break them down into shorter term, more manageable tactics. Once tactics are established, Lionakis assigns champions and measures its success and ROI. "This process has allowed us to truly be proactive about where we want to take our market and it creates action times, accountability, and feedback that allows us to reach our goals," Hack says. "This process has been highly successful and helps inform us where we need to invest, what return our shareholders can expect, and has allowed us to be proactive in how we approach our investments."

CLIENT-DIRECTED. Amanda Silverman Kosior, marketing director, **JLG Architects** (Grand Forks, ND), a 101-person firm, says that there is not a marketing strategy in the world that can beat meeting with the potential client one-on-one, truly understanding their needs and responding to them.

"A building project is usually a once-in-a-lifetime opportunity for a client, and so all of the advertising, brochures and brand programs won't have the impact of showing a client you take their project seriously and will give it the attention it deserves," Kosior says. ▀

PORTFOLIO

Mascot delivers the good news

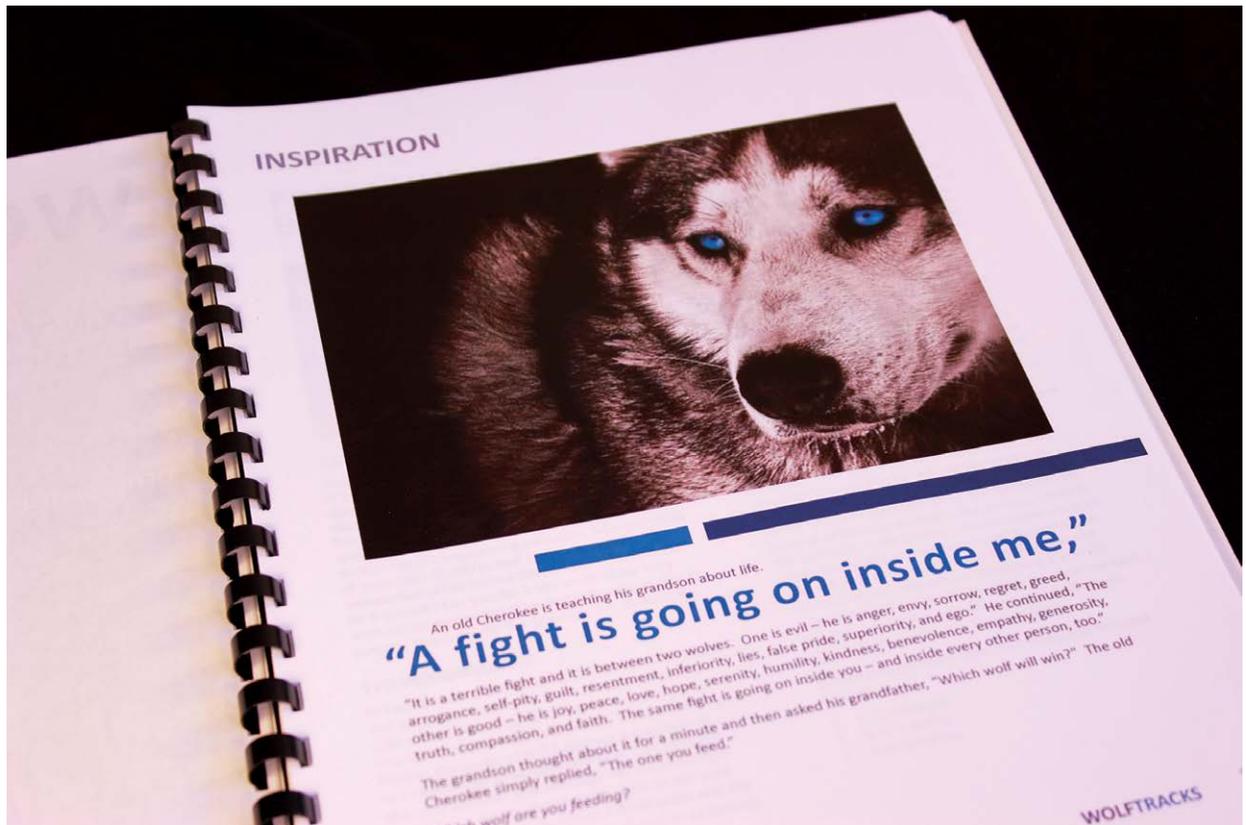
Internal newsletter modeled after internal mascot an award-winning success.

DETAILS

Firm: ECS Carolinas, LLP

Marketing tactic: Engage employees through a vibrant and eclectic internal newsletter themed after the firm's mascot.

Results: Employees are engaged not only in writing and producing the newsletter, but are also asking to read it.



By CHRISTINA ZWEIG
Contributing editor

ECS Carolinas, LLP (Chantilly, VA), placed first in the Internal Marketing Category of ZweigWhite's 2014 Marketing Excellence Awards with their fierce, wolf-inspired, quarterly internal newsletter.

The award-winning campaign has helped the firm better connect with employees and build a sense of community.

Everything from the name (WOLFTRACKS), pictures, footers (wolfpaw prints), and inspirational stories arcs back to one overall theme and the firm's internal mascot, the wolf. All aspects of design and layout were created in-house by the ECS Carolinas, LLP marketing department.

In the early stages of development, the marketing team reached out to a select group of employees across the company. This group provided suggestions on topics they would be interested in. The

"The goal in creating our internal newsletter was to build and reinforce purpose, community, loyalty, and morale. It was designed to focus on the people who will read it and to simply connect with them."

marketing group's strategy was to create a newsletter that would incorporate the internal mascot in a professional yet fun manner. They also wanted to make something that wasn't too technical and had personality. The team envisioned color, quotes, and randomly placed shout-out facts in a piece that had flexibility and wouldn't get stagnant. Mostly, they

See MASCOT, page 12



RESOURCES

MARKETING SURVEY Times are tight, and your firm may not have a lot of money to spend on marketing. How can you get more out of your marketing dollars? See what's working – and what's not – for your competitors and other firms just like yours with Zweig Group's 2014 Marketing Survey of Architecture, Engineering, Planning & Environmental Consulting Firms. You could find out what's working by trial and error, but why not save time, money, and headaches by getting the most comprehensive report on marketing for design and environmental firms?

If your firm isn't keeping pace with industry standards when it comes to marketing, you're risking the future of your business. But how do you know if your firm is over- or underinvesting in marketing compared to your competition? Do you know which marketing strategies lead to success, and which ones you should avoid? Do you know how many marketing staff firms like yours need to get the job done? If you want answers to these marketing questions and others, you need Zweig Group's Marketing Survey. It's the source the most successful A/E firm leaders and marketing staffers have been turning to year after year.

The 2014 edition of this report is a must-have resource that will show you all the benchmarks you need to find out just how your firm's marketing efforts stack up to your peers and your competition. You'll get all the latest available statistics on all areas of marketing – spending, staff, proposals, strategies, and much more! All together, these survey results will help you see where you stand right now and enable you to start making plans and informed decisions about your marketing strategies for the upcoming year.

The 2014 Marketing Survey will help you:

- See which marketing activities can provide the biggest bang for your buck
- Set a realistic budgets for 2014-2015, including staffing levels, compensation, and investments in marketing systems and infrastructure
- Determine reasonable goals for your own proposal activity, hit rates, and more

For more information or to buy a copy, call 800-466-6275 or log on to www.zweigwhite.com/p-2205-marketing-survey-2014.

MARKETING SUCCESS E-BOOK Bernie Siben, a household name in the A/E services marketing world and a **THE ZWEIG LETTER** correspondent, has recently compiled some of his published articles and blogs related to A/E marketing success into an e-book.

The publication is divided into five sections:

1. Planning to win – never plan on merely making the short list
2. Storytelling for success – you have to have a compelling story
3. Client satisfaction surveys – face time tells you so much more
4. Pursuing clients, not projects – do we need a go/no go process to target clients as well as projects?
5. Keep the momentum going – how do you maintain a winning streak?

To receive a free copy of the e-book in PDF format, contact Siben directly at 559-901-9596 or bernie@sibenconsult.com.

AWARD WINNERS

ENGE A GREAT PLACE ENGE was named by Great Place to Work as one of the best workplaces in the United States on their annual 2014 Best Small & Medium Workplaces list, published in FORTUNE magazine. Ranked 6th, this is the third consecutive year ENGE (San Ramon, CA), a 200-person civil engineering, geology, hydrology, and environmental consulting firm, has earned a top-10 ranking. The list has recognized companies with exceptional workplace cultures for the past 11 years.

ENGE participated in a rigorous selection process among many hundreds of nominated companies across the country. The process included an employee survey, an in-depth questionnaire about programs and company practices, and a culture audit. Great Place to Work evaluates each application using its unique methodology based on five dimensions: credibility, respect, fairness, pride and camaraderie. With offices throughout California and New Zealand, ENGE has provided engineering consultation and design services in 39 U.S. states and a number of foreign countries, including New Zealand, Australia, Japan, Mexico and Israel. The firm's expertise in flood control, geologic hazard mitigation, seismic engineering, ground improvement techniques, hazardous materials remediation, water quality and riparian corridor restoration has won the trust of hundreds of clients in both the public and private sectors. The firm has won multiple awards for workplace culture and technical excellence.

ENGE's president, Uri Eliahu, who promotes an ethic of servant leadership throughout the firm, said, "Our culture is founded on the principle of caring deeply about ensuring the success of others, whether clients, each other, our children or fellow community members. Beyond career and project success, we actively assist others in achieving all of their dreams – personal and professional."

MASCOT, from page 11

wanted to create a newsletter that ECS employees would want to open and read.

"The goal in creating our internal newsletter was to build and reinforce purpose, community, loyalty, and morale. It was designed to focus on the people who will read it and to simply connect with them," said Julie Smith, marketing assistant.

The marketing department takes the lead for each issue. But while they choose page topics, content comes from branch managers, business development staff, administration and technicians as well as safety and human resources staff. Topics run the gamut, including leadership, inspiration, noteworthy projects, office spotlight, congratulations,

and a safety minute. Special features include topics such as "testing the limits," benefits, Q&A, collaboration, community, call to action, "class of 2013," and creativity. The newsletter is written in a friendly, informal style, with multiple voices used. The newsletter is distributed to over 300 staff members in 11 offices.

RESULTS. The vibrant eNewsletter is now distributed quarterly and involves current employees and their projects. The firm's Marketing Excellence Award entry stated, "Once the first edition of WOLFTRACKS was distributed, the marketing department received over 25 personal emails or phone calls expressing gratitude for creating the newsletter."

While the content initially focused around ECS Carolinas, LLP employees, requests came in for other non-firm employees to be added to the distribution list. ▀