Marketing 2022

A SURVEY EXPLORING CURRENT AND FUTURE A/E/C MARKETING PRACTICES

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smps®

The Society for Marketing Professional Services (SMPS) is a diverse community of marketing and business development professionals working together to move the A/E/C industries forward.

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Table of Contents

Introduction 2

Levels of Competition 3

The Competitive Environment 3

Marketing Practices 4

Personalized Marketing 4

Account-Based Marketing 5

Social Media 6

Influencer Marketing 7

Thought Leadership and Content Marketing 8–9

Marketing by Content Stage 9

Client Experience 10

Proposal Automation 11

Branding 12

Personal Brands 13

Podcasting 14

Video Marketing 15

Live Video 16

Lead-Generating Websites 17

Lead-Generating Approaches 17

Customer Relationship Management Software 18

Barriers to CRM Usage 18

Voice Search 19

Sales-Marketing Integration 19

Marketing Evolution 20

Marketing Focus 20

Marketing and Business Development Approaches 20–21

Marketing and Business Development Skills 22

Disruptive Technologies 23

Corporate Culture 23

Responsibility for Corporate Culture 23

Dedicated Corporate Culture Position 24

Marketing and Business Development Staff Involvement in Other Functions 24

Marketing-Led Companies 25

Opportunities for Ownership 25

Takeaways 26

Appendices 27–28

Survey Respondent Demographics 27

Firm Size 27

Geographic Scope 28

Primary Position 28

About the Author iii

Introduction

What will marketing look like in three years? How will marketing change during this period?

This is what the Society for Professional Services (SMPS) set out to discover in early 2019. During the first quarter, SMPS conducted a survey of its members and received more than 330 responses. Participants were asked about current marketing practices, as well as anticipated changes in these practices three years from now. They were also asked to provide insights about the most important approaches and required skills for marketing and business development professionals—today and tomorrow.

This survey, *Marketing 2022*, provides a wealth of information for architecture, engineering, construction (A/E/C), and environmental firms to create a roadmap for marketing and business development approaches in the coming years.

A BRAVE NEW WORLD

Why should A/E/C marketing and business development professionals care about the evolving sales and marketing models? As former Chrysler executive Lee Iacocca famously said in television commercials, "In the car business, you lead, follow, or get out of the way." That quote doesn't just apply to the car business! (And it wasn't an original quote from Iacocca, either—he was paraphrasing General George S. Patton.)

That quote accurately sums up where we are right now in the A/E/C industries, and certainly where we're headed. Newer technologies and techniques continue to disrupt traditional sales and marketing approaches. For those who have been in the industries over the past three decades, we have seen things like powerful personal computers, desktop publishing, voicemail, email, internet, mobile phones, laptops, CRM, social media, smartphones and tablets, automation, big data, and more become commonplace. What worked yesterday may not work today, much less tomorrow. Terms like personalized marketing, client experience, and voice search weren't even in our lexicon until a few short years ago.

Millennials are no longer the newbies in the workforce. The oldest members of Generation Z, or iGen, are already in our offices. They are truly digital natives, who grew up watching videos on smartphones while still in diapers. Together, millennials and Generation Z will comprise as much as 75% of the workforce by 2025. They are disrupting traditional business models and even killing off some industries. Their methods of communication and approaches to doing work are vastly different than the generations that preceded them, and the oldest members of the millennial generation are now decision-makers at their companies and institutions.

Due to this, every A/E/C firm—and especially their marketing and business development professionals—needs to continuously look toward newer approaches and technologies. We can lead, follow, or get out of the way. But if we get out of the way, we should brace for irrelevance and all the negative outcomes that it creates. Some A/E/C firms are already leading the way when it comes to newer approaches, although many are following the precedent set within consumer marketing (think Amazon and Apple). *Marketing 2022* is a look at these newer approaches—not only what they are but how they are playing out within the A/E/C industries.

What might marketing look like three years from now? This report includes all the information and data captured from our survey.

SMPS Definition of Marketing

The process of creating firm awareness; building and differentiating the brand; driving business development activities; and identifying, anticipating, and satisfying client objectives to achieve profitable business goals.

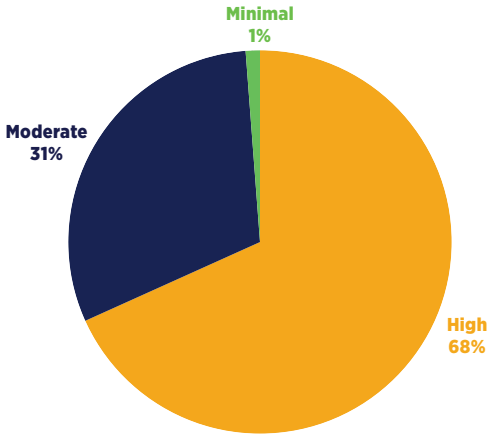
SMPS Definition of Business Development

A component of marketing, the process of identifying clients and opportunities, developing relationships, and securing profitable work for the firm.

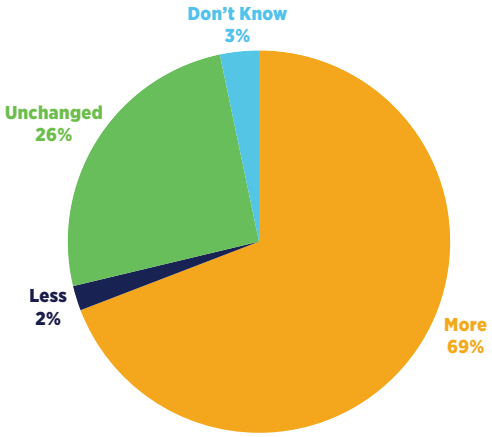
Levels of Competition

How competitive is the marketplace right now? Although most A/E/C firms are fairly busy, this doesn't mean that winning the work is a simple endeavor with work regularly walking in the door. Survey participants were asked about the competitive environment, both now and three years from now.

Level of Competition Today



Level of Competition 2022



THE COMPETITIVE ENVIRONMENT (CURRENT)

In early 2019, survey respondents were asked about the current level of competition, and 68% identified the state of today's competitive environment as high. This is an overwhelming majority, as only 31% identified the competitive landscape as moderate. Approximately 1% of respondents felt the current competitive landscape was minimal, a testament to the challenging environment currently facing A/E/C firms.

Typically, the industries experience a highly competitive environment during recessions, with reduced fees being common. However, during The Great Recession of 2007–2009 (the recession lasting longer for A/E/C firms than indicated by the official government records), firms regularly reduced fees and construction costs to gain work. Firms delivered their services with minimal profit or even essentially "at cost" to keep their staff busy. Unlike prior recessions, this time around it seemed that clients were retrained to expect reduced fees. Even though the economy has been growing for many years since the recession, firms have continued to experience downward pressures on pricing, resulting in a highly competitive landscape that shows no signs of abating.

THE COMPETITIVE ENVIRONMENT (PREDICTED)

When survey respondents were asked about their forecast for the competitive landscape in 2022, a whopping 69% of respondents stated that they believe competition will increase over the next three years. Only 2% believe the level of competition will decrease during this period. For firms hoping for a "return to normalcy," this is a wake-up call that there is a new norm in the industries: price pressures will continue to be a part of everyday life for A/E/C firms.

Furthermore, a growing economy, like that of 2018–2019, creates opportunities for entrepreneurs. While the mergers and acquisitions trend continues unabated, another trend entails design and construction professionals launching their own firms, creating new competition in the marketplace, often with lower overhead and thus reduced fees. Furthermore, the virtual office trend has created a host of firms that work virtually, allowing them to essentially work anywhere in the world.

Marketing Practices

Business-to-Consumer (B2C) marketing practices are increasingly finding their way into professional services marketing, and we were curious as to how A/E/C firms are integrating these newer approaches. Survey participants were asked a series of questions about popular B2C marketing techniques to determine if they are currently part of the marketing equation at A/E/C firms, as well as how these practices will impact the industries in the coming years.

PERSONALIZED MARKETING (CURRENT)

The first question in the SMPS survey was about Personalized Marketing. Anyone who has shopped on the internet has experienced Personalized Marketing firsthand. Perhaps you researched a product on Amazon but chose not to purchase it. And then, as you hopped onto your Facebook account or conducted Google searches, the product(s) you were researching appeared in Amazon advertisements on your screen. This is the essence of Personalized Marketing.

Sometimes referred to as One-to-One Marketing, this approach relies extensively on the collection and analysis of data to determine marketing messages customized to each buyer. But could this technique work in the design and construction environments?

Survey participants were asked if their firms are currently employing this approach. The vast majority of respondents, 81%, stated that their firms are not currently utilizing Personalized Marketing. Furthermore, 10% of survey respondents stated that they were not even familiar with this marketing approach.

PERSONALIZED MARKETING (PREDICTED)

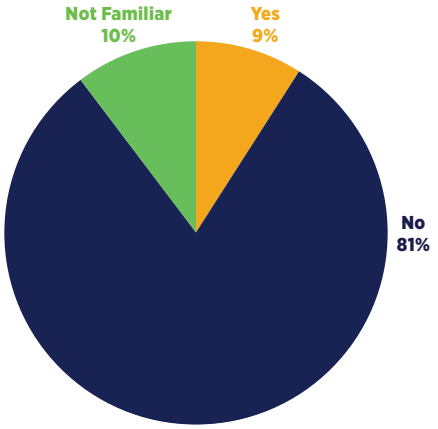
When asked if they would be employing this approach within the next three years, roughly 47% of participants identified highly or somewhat unlikely. This exceeds the 40% who identified highly or somewhat likely.

Even though a minority of respondents believe they will be utilizing this approach in three years, it's a significant minority that's moving in this direction.

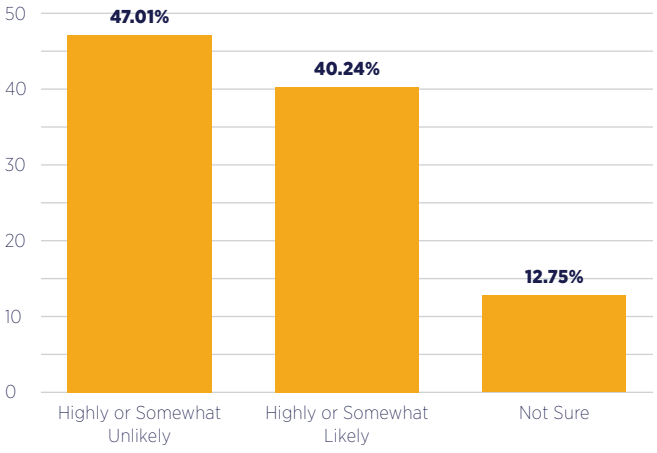
Personalized Marketing has the potential to be a highly disruptive trend for design and construction firms as they look to create messaging for potential clients, based on big data they're able to collect through their marketing campaigns.

However, personalized messaging requires the ongoing collection of relevant client and prospect data, which will continue to make the Personalized Marketing approach challenging for many firms that struggle to even have updated CRM databases.

Currently Employing Personalized Marketing?



Likelihood of Employing Personalized Marketing in Next 3 Years



ACCOUNT-BASED MARKETING (CURRENT)

Account-Based Marketing (aka Key Account Marketing) has become increasingly common in the business-to-business (B2B) realm, and almost a third of survey participants indicated that their firms are currently utilizing this approach. However, slightly more than half of firms represented in this survey are not using this approach, and a significant 16% of respondents are not even familiar with it.

With Account-Based Marketing, firms place a hyper focus on the highest value accounts, be they an institution, corporation, or government agency. Each client (account) is viewed as its own market. Sales and marketing integration are critical to creating highly specific messaging for each of these accounts. HubSpot refers to Account-Based Marketing as "fishing with spears"—the opposite of casting a wide net.

Creating a list of these high-value accounts (existing or prospective clients) is merely the first step in the process. Personalized Marketing at multiple levels of an organization, coupled with content created or customized for each specific recipient, are hallmarks of Account-Based Marketing.

ACCOUNT-BASED MARKETING (PREDICTED)

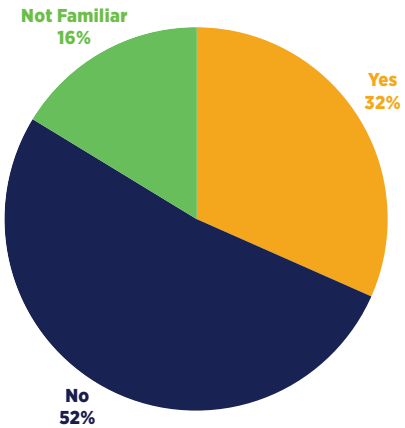
Only 39% of survey participants not currently utilizing Account-Based Marketing believe their firms will utilize this approach in three years—demonstrating growth, but not explosive growth. A reported 43% of respondents feel it is highly or somewhat unlikely that their companies will be incorporating this method over the next three years, and a noteworthy 18% are unsure.

Account-Based Marketing makes all the sense in the world for A/E/C firms, yet there are some challenges inherent with this approach. First, it requires a high level of alignment between sales, marketing, and operations. For existing clients, there should be a deep knowledge base of their primary issues and challenges, making creation of meaningful content easier (at least in theory). But if these functions are not aligned, sales and marketing may not even know what is really important to the client—much less the key contacts within that organization. In some firms, project managers are notorious for keeping this information "close to the vest." Or they may not know how to collect this data.

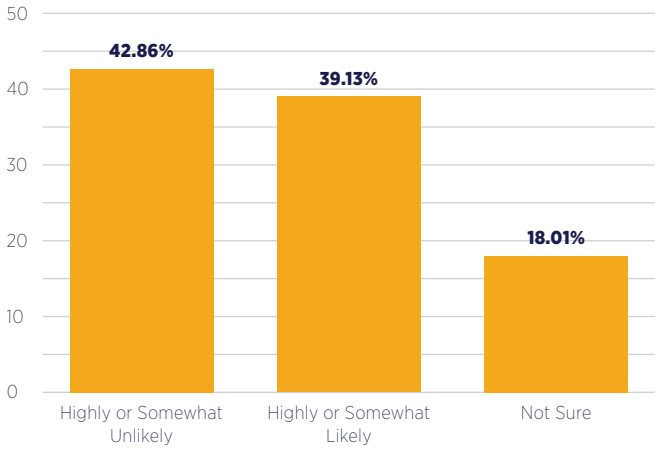
Conversely, when looking to penetrate new accounts, the business development function needs to uncover a lot of information—who are all the key contacts? What information is of the highest value to them? Sales must be aligned with marketing to move the initiatives forward and again, operations plays a vital role. The firm's Subject Matter Experts (SMEs) need to provide meaningful knowledge toward content generation.

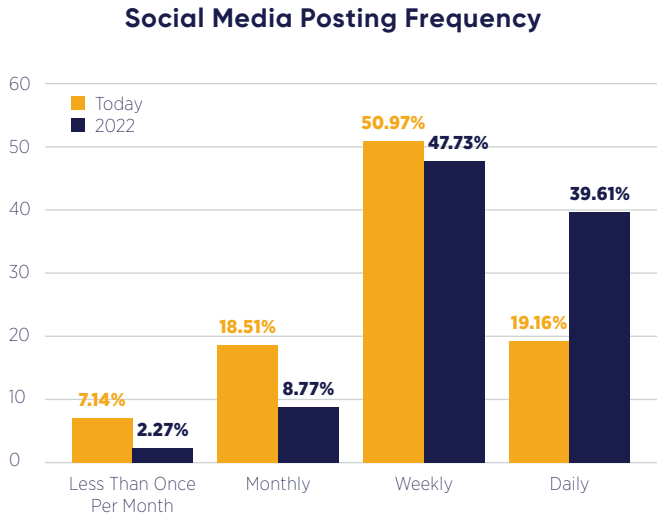
Despite these challenges, Account-Based Marketing is a very effective marketing approach, and as it becomes more and more difficult to reach key decision-makers and rely on traditional approaches, it will grow in popularity among successful A/E/C firms.

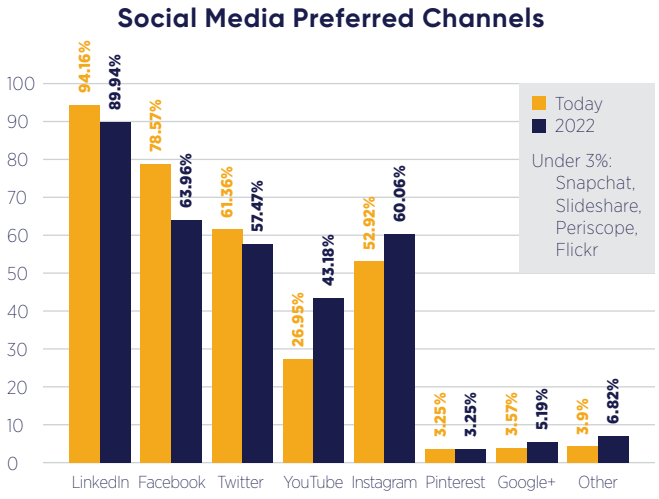
Currently Employing Account-Based Marketing?



Likelihood of Employing Account-Based Marketing in Next 3 Years







SOCIAL MEDIA POSTING FREQUENCY

One of the more dynamic trends to impact the A/E/C industries over the past decade has been the integration of social media marketing into tools regularly employed by firms. In 2011, the SMPS Foundation released the landmark white paper, *The Client's Viewpoint on Social Media and Social Networking*. Originally envisioned as a secondary research initiative, the report's authors (Holly Bolton, FSMPS, CPSM; Dana Galvin-Lancour, FSMPS, CPSM; and Adam Kilbourne, FSMPS, CPSM) conducted primary research because limited A/E/C data existed at that time.

Eight years later, a lot has changed, and the majority of firms in the industries are engaging on social media in one form or another. The SMPS research revealed that among firms posting on social media channels, one post per week is the most common approach, with slightly more than 50% of survey participants selecting weekly as their frequency. Another 19% post daily right now. Fast forward three years, and almost 48% of firms will continue to post weekly, with close to 40% of firms moving toward daily social media posts—roughly double the current number.

SOCIAL MEDIA PREFERRED CHANNELS

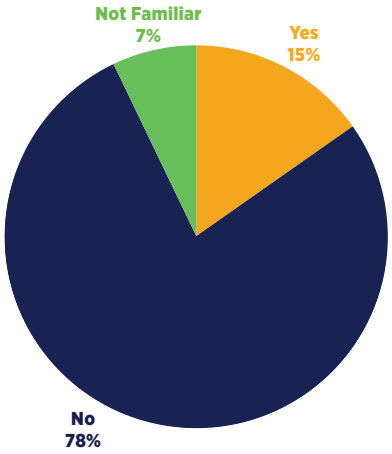
A/E/C marketers soundly prefer LinkedIn as their primary social media channel, with 94% of survey respondents selecting it. More than three-quarters of participants selected Facebook, demonstrating the continued validity of that channel. Twitter was selected by 61% of respondents, with Instagram coming in fourth at roughly 53%. And slightly more than one-quarter of firms are posting to YouTube.

Preferences are shifting, however, as evidenced by the projected changes to the makeup of social media platforms in the next three years. According to the results of this survey, LinkedIn will continue to be dominant, selected by almost 90% of participants. However, a decline of almost 15% is projected for Facebook, demonstrating a move away from the popular social site. Twitter use is essentially projected to be unchanged during this period, with only a slight decline.

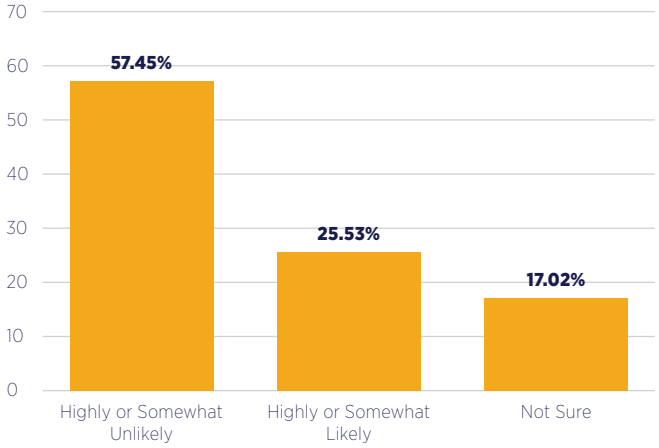
Marketers are bullish about YouTube and Instagram in the coming years, with YouTube use projected to grow from 27% to 43%. Instagram is also projected to see increased use in marketing, with growth from 53% to 60% of firms in the coming years, based on the survey sample.

What about the other social media channels? Interestingly, no other social media sites were selected by more than 7% of survey participants, when asked which channels they're currently using or which they plan to use over the next three years. These included Pinterest, Google+, Snapchat, SlideShare, Periscope, and Flickr.

Currently Employing Influencer Marketing?



Likelihood of Employing Influencer Marketing in Next 3 Years



INFLUENCER MARKETING (CURRENT)

Influencer Marketing has been gaining usage and acceptance in the B2C realm in recent years. At its core, Influencer Marketing is about getting individuals and websites with large, quality followings to promote your products or services. It's not that different than celebrity endorsements, except in this case the influencers are trusted individuals that have sway with their audiences.

The youth of today are largely impacted by this approach. They watch their favorite personalities on YouTube, and when those influencers promote or endorse a product or service, their followers are more likely to purchase that product or use that service (or, at least ask mom and dad to purchase or use).

Fifteen percent of survey respondents noted that they're already using this strategy, which could entail getting promoted in popular industry blogs, websites, podcasts, or videos. Influencer Marketing is particularly useful when products or services being mentioned or promoted in the media serve a specific vertical market, like transportation or health care.

This marketing approach doesn't currently enjoy wide acceptance among A/E/C firms, with almost 80% of survey respondents noting that their firms are not currently incorporating Influencer Marketing.

INFLUENCER MARKETING (PREDICTED)

Seven percent of survey respondents were not familiar with Influencer Marketing, and although some firms in the industries are taking advantage of the approach, most do not believe they will be utilizing it in the near future. More than 57% of survey participants selected highly unlikely or somewhat unlikely when asked about using this approach over the next few years. A notable 26% do feel they will engage with influencers if they're not already, while 17% are sitting on the sidelines, monitoring what's happening before deciding to incorporate this technique.

> "At its core, Influencer Marketing is about getting individuals and websites with large, quality followings to promote your products or services.

THOUGHT LEADERSHIP AND CONTENT MARKETING (CURRENT)

Thought Leadership is one of the most popular marketing approaches, based upon the results of this survey. A whopping 69% of survey participants noted that their firms are currently utilizing Thought Leadership Marketing.

Thought Leadership Marketing provides insight into the talents and knowledge base of your organization and takes many forms. In some ways, it's almost like offering a free sample of your services—an opportunity for a prospect to experience your knowledge without hiring you for a specific engagement.

However, these offerings are not promotional in nature; rather, they're education-based. Firms employing this approach utilize the unique knowledge of their SMEs as a marketing tool.

Thought Leadership is not new, as firms have been leveraging their SMEs to present at industry conferences and write articles for publications for many decades. However, newer tools like blogs and webinars, as well as the preponderance of digital publications, have added many new tools to the Thought Leadership toolbox.

Although Thought Leadership and Content Marketing are closely aligned, they're not the same. Thought Leadership can be thought of as information of value to your target audience—knowledge that addresses certain issues or challenges. It establishes your company and individuals as recognized leaders in their field(s). Thought Leadership builds authority and authenticity.

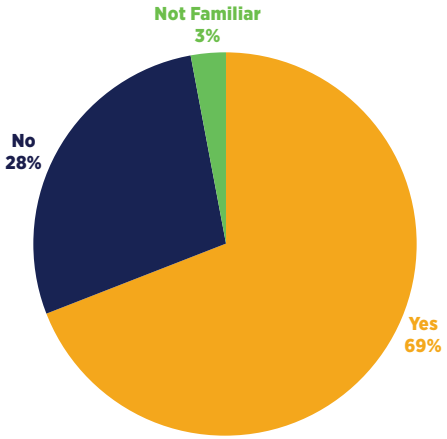
Content Marketing, on the other hand, is an approach to sharing information. Blogs are a form of Content Marketing, but we've all read blogs of little to no value to us—in other words, not Thought Leadership. Content Marketing amplifies Thought Leadership through various communication strategies including presentations, blogs, articles, white papers, books and e-books, case studies, podcasts, videos, webinars, infographics, and more.

THOUGHT LEADERSHIP AND CONTENT MARKETING (PREDICTED)

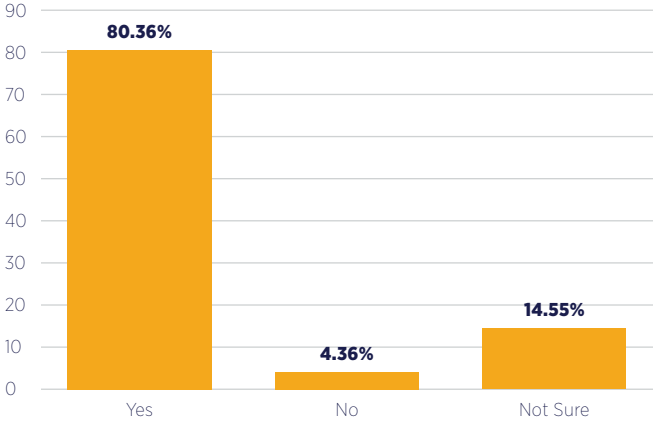
Most A/E/C firms understand the value of Thought Leadership Marketing, so it should be no surprise that by 2022, a full 80% of firms participating in the SMPS survey believe they will be using this approach. Only 4% believe they will not be utilizing this marketing approach in the coming years, although roughly 15% aren't ready to make the commitment yet.

Thought Leadership is driving a broader trend covered later in this report—the evolution from promotion-based marketing to education-based marketing.

Currently Employing Thought Leadership Marketing?



Likelihood of Employing Thought Leadership Marketing in Next 3 Years



PERCENT OF STAFF CONTRIBUTING TO THOUGHT LEADERSHIP

One of the challenges faced by marketers looking to employ Thought Leadership Marketing is the lack of willing SMEs. It's one thing to incorporate blogs, presentations, and articles (content) into a marketing plan, but A/E/C marketing professionals don't typically have the technical knowledge to make it happen by themselves. They need their firms' thought leaders—principals and partners, lead architects and engineers, construction managers and superintendents—to share their knowledge and play an active role.

Fifty-five percent of survey respondents currently utilizing Thought Leadership Marketing must rely on fewer than 10% of their staff to provide this knowledge. Another quarter rely on 10 to 19% of their staff. In order to succeed at this marketing approach, it's critical to have buy-in and participation throughout an organization.

Moving forward over the next three years, survey participants—those currently employing this approach as well as those planning to—project increasing levels of participation within their firms, with a quarter of respondents forecasting that 30% or more of their staff members will participate.

As you'll see later in this report, the one-two punch of Thought Leadership and Content Marketing are becoming two of the most critical approaches to marketers of A/E/C services.

MARKETING BY CONTENT STAGE

One of the major B2C marketing trends to take hold in recent years has been the creation of educational content (published Thought Leadership) targeting each stage of the buying process.

These stages include:

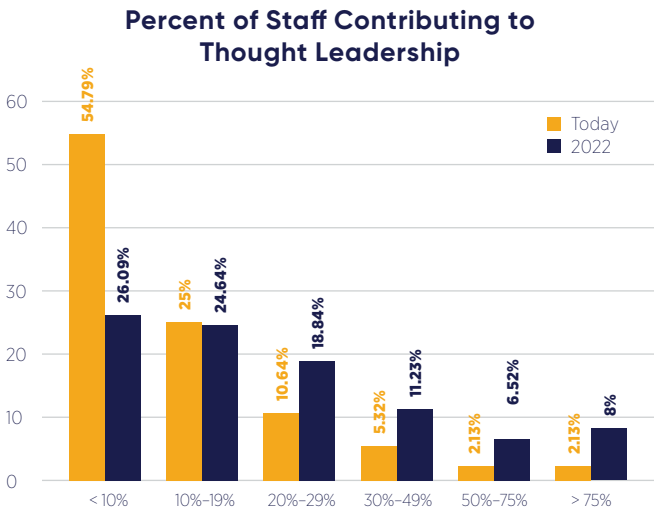
Awareness: Creating this content helps a prospect seeking information about a specific challenge understand that your firm exists, and it builds name recognition. Awareness content includes educational blogs, e-books, and infographics centered around keywords or pain points.

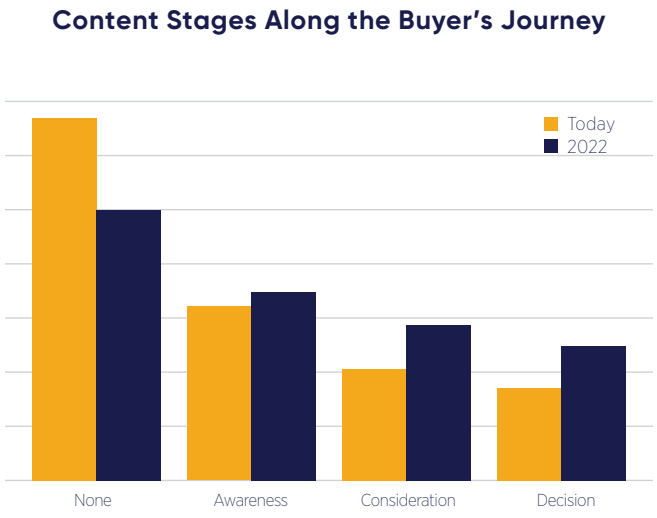
Consideration: This content helps provide clarity to a prospect's challenge and offers potential options, as well as explains the value you can provide. Consideration content includes guides and more in-depth educational resources like webinars, videos, or podcasts.

Decision: This type of content helps the buyer decide to hire your firm. Decision content includes case studies and option comparisons.

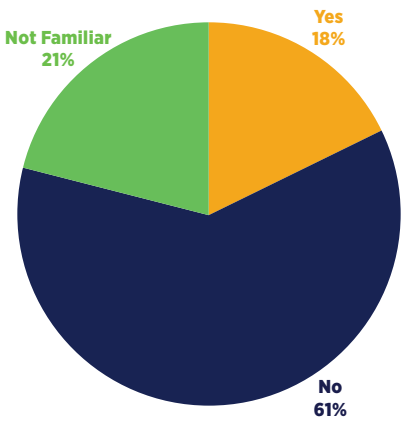
This survey revealed that the A/E/C industries are still finding their way with specialized content targeting each stage of the decision-making process. Certainly, some firms are already doing this, but most survey participants selected none when asked about the percentage of their content that belongs to each stage.

In general, Awareness content is the most common, and survey participants think this type will increase in the coming years. Consideration and Decision content areas are less common, although they too should see a boost as marketers become more sophisticated in their understanding of the buyer's journey.

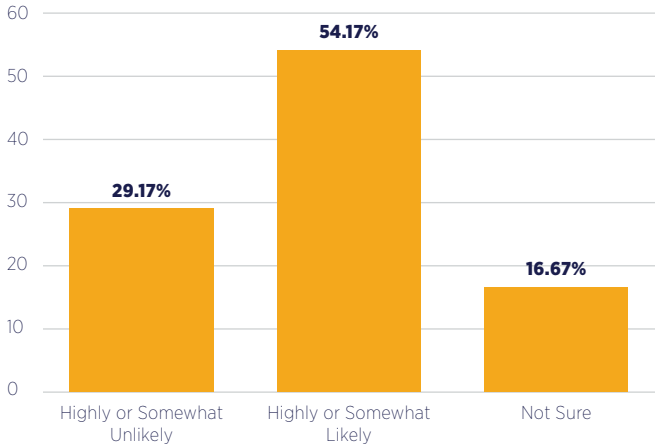




Currently Employing Client Experience Strategy?



Likelihood of Employing Client Experience Strategy in Next 3 Years



CLIENT EXPERIENCE (CURRENT)

As you'll see later in this report, Client Experience is becoming an essential marketing tool, yet only 18% of firms represented in the survey currently have an in-place Client Experience Strategy. Furthermore, 21% of survey respondents are not even familiar with this marketing approach.

And yet, Client Experience is projected to become the top marketing approach by 2022. But we're jumping ahead.

For several decades, survey after survey has revealed that the Pareto Principle is alive and well in A/E/C firms. This principle states that 80% of a firm's business comes from repeat clients, and 20% from new clients. (The Pareto Principle is also known as The 80/20 Rule.) Firms might deviate slightly—90/10 or 70/30—but in general, most of the firm's work comes from repeat clients.

But that's changing as well. Research by the SMPS Foundation published in 2013 in the milestone book, *A/E/C Business Development—The Decade Ahead*, noted that client loyalties are shifting. Clients are no longer handing work directly to design and construction firms; instead, they're increasingly requiring three proposals, or even going through a drawn-out prequalification process, and then asking the prequalified firms in their database to submit proposals.

Work that used to walk in the door must be earned now.

As a response to the changing competitive landscape and buyer behaviors, Customer Experience has grown by leaps and bounds in B2C marketing. HubSpot defines this process as "The sum of every interaction a customer has with your business." Think of the experience of owning a car today versus even a decade ago. Car dealerships stay in our lives. They may package annual inspections, unlimited free car washes, and other services into the purchase of a car. They let us know when it's time to change our oil and rotate our tires. They'll shuttle us to and from the office when it's time for a 30,000-mile or 60,000-mile service. They'll give us water and coffee and free food while we wait. They keep detailed data about our car and always ask us to rate our experience with them—every time.

In other words, they've really upped their game in servicing their customers.

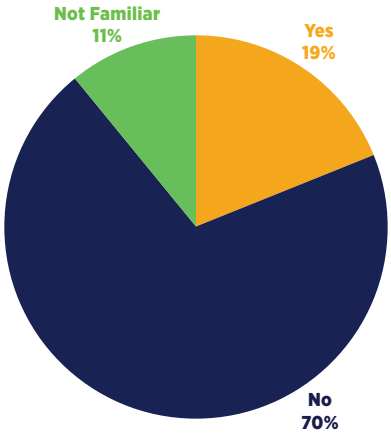
Now apply this to design and construction, where there are far more touchpoints than with auto dealerships—which in turn means far more opportunities for positive interactions and feedback, or far more chances for things to go wrong. In our industries, we refer to customers as clients, and Client Experience Strategy entails ongoing activities for engaging clients and collecting feedback—then reacting to that feedback as appropriate. Successful Client Experience Strategies also open the door for client referrals, leading to new business opportunities.

CLIENT EXPERIENCE (PREDICTED)

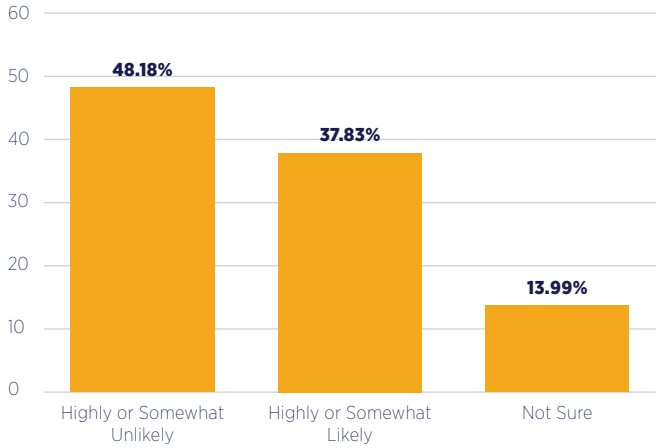
Less than a third of survey participants not currently utilizing this approach believe that it's highly or somewhat unlikely that their firms will move forward with a Client Experience Strategy in the next three years.

Conversely, a majority (54%) believe this will be part of their marketing equation moving forward, demonstrating explosive growth. These are firms that value their

Currently Employing Proposal Automation Technologies?



Likelihood of Employing Proposal Automation Technologies in Next 3 Years



relationships and place a high level of emphasis on enhancing the quality of their client interactions.

When you think about it, this approach makes total sense. The easiest sale to make is an existing service to an existing customer; that is, the client hires your firm to provide the same services again and again. Slightly more difficult is a new service to an existing client. In this case, your firm may regularly offer Service A and Service B, with Service C being a new offering. Your client has only retained you for Services A and B, so obtaining Service C from you has a higher risk—but it is still on the easier continuum for sales.

The most difficult service to sell is a new service to a new client—they don't know you, and they've never tried your services. Even if you've been offering the service for many years, you're still trying to sell it to a new client—a very difficult task, yet one where many business developers focus their efforts.

This is why an increasing number of A/E/C firms are looking to evolve beyond just providing customer service into a more robust Client Experience Strategy to ensure that relationships continue to be positive and valuable for all parties involved, while also generating opportunities with new clients through referrals.

PROPOSAL AUTOMATION (CURRENT)

According to McKinsey, roughly 45% of a person's job can be automated using currently available technologies[1]. However, within each job category, this figure varies greatly. Jobs entailing repeated physical tasks are easier to automate than jobs that require high levels of creative thinking. Therefore, robots are increasingly being employed in factories, but few robots are working in architectural practices. (Give it time!)

Many A/E/C marketing professionals who spend many days (and nights) crafting proposals would tell you that their jobs can be highly repetitive, like an assembly line. And these same marketers would probably love employing proposal automation software that would allow them more flexibility with the use of their time.

And yet, this survey research revealed that only 19% of A/E/C firms are currently utilizing Proposal Automation tools. In this case, Proposal Automation essentially involves creating a large repository of data with liberal use of keywords, allowing for automatic creation of résumés, project descriptions, scopes of work, project approach narratives, and more.

PROPOSAL AUTOMATION (PREDICTED)

Fortunately, for those marketers working on proposals day-in and day-out, more than one-third of firms not currently utilizing Proposal Automation believe that they will implement it within the next three years—twice the current level. Unfortunately for many other professionals, almost 50% of respondents stated that their firms are unlikely (highly or somewhat) to utilize these technologies in the coming years, meaning that Standard Form 330 and other customized proposals will continue to be the bane of existence for many marketers.

[1] Where machines could replace humans– and where they can't (yet)," Michael Chui, James Manyika, and Mehdi Miremadi, McKinsey Digital, July 2016 https://www.mckinsey.com/business-functions/mckinsey-digital/our-insights/where-machines-could-replace-humans-and-where-they-cant-yet

BRANDING (CURRENT)

The role of Branding within the A/E/C industries has been greatly misunderstood over the years, but firms with specialized marketing professionals are more likely to get it. A brand is not a logo, font, or slogan. Perhaps one of the best definitions of brand comes from business guru Seth Godin, who defines brand as "the set of expectations, memories, stories, and relationships that, taken together, account for a consumer's decision to choose one product or service over another." In other words, a brand is a perception of the experience of working with your firm.

Every firm has a brand, whether they are aware of it or not. Branding, on the other hand, is an attempt to control that perception or, as author Jay Baer states, it's "the art of aligning what you want people to think about your company with what people actually do think about your company."

What is rebranding? Essentially, it's changing a corporate image. At a higher level, it can relate to a full-scale changing of perceptions, like moving from the low-cost provider to a high-end boutique firm (quite a rebranding challenge, by the way.) At a more basic level, marketers often refer to rebranding as changing or updating the company (or product, or service) name, slogan, logo, colors, or fonts (typeface), or a combination of one or more of these. These elements are the visual manifestation of a brand.

More than half of the firms in this survey have rebranded in one form or another over the past three years, refreshing their image and updating their marketing materials. The era of digital marketing has increased the frequency of branding enhancements, as firms now essentially have a product in the marketplace 24/7, 365 days a year.

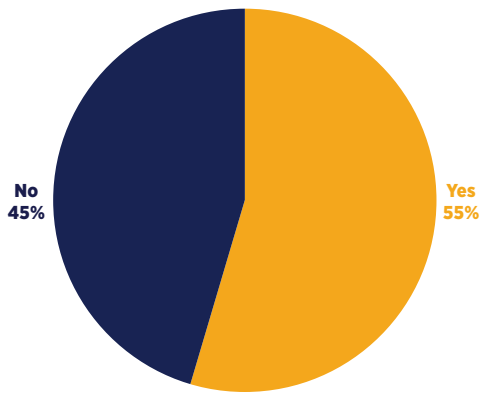
BRANDING (PREDICTED)

For those firms that have not rebranded in the past three years, roughly 61% of them plan to refresh their brand, or totally rebrand, over the course of the next three years.

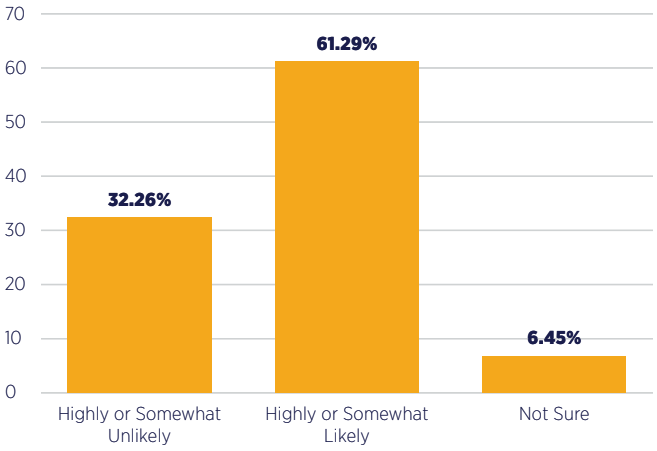
Not only have digital platforms like websites and social media increased the frequency of exposure to clients and prospects, they also allow small boutique firms that may have once just been viewed as local service providers to now literally work anywhere in the world. Small firms can look large (and large firms can conversely look small). Websites, blogs, and social media activities all demonstrate the need for refreshed corporate identities to avoid becoming stale in the marketplace.

While researching trends in business development several years ago, SMPS Foundation volunteers uncovered a trend of subconsultants and subcontractors "thinking like primes." These firms told the researchers that even though they might not hold the ultimate contract with the owner, they were positioning themselves like prime professionals or contactors, with the goal of being the recommended subconsultant or subcontractor. This trend also necessitated branding updates, or total rebrands—in order to think like a prime, a firm must act and look like one, too.

Refreshed Brand or Totally Rebranded in Past 3 Years?



Likelihood of Brand Refresh or Total Rebrand in Next 3 Years



PERSONAL BRANDS

As Thought Leadership and Social Media Marketing have grown in importance, so too has the role of the personal brand. Just as a corporate brand is defined as the perception a person has of your company, a personal brand is the perception a person has of an individual.

Personal Brands have always played a role in the business world, particularly with dynamic entrepreneurs who build companies around themselves. What would Microsoft be without Bill Gates, or Apple without Steve Jobs, or Tesla without Elon Musk? These professionals have cultivated strong personal brands—even with controversy sometimes surrounding them.

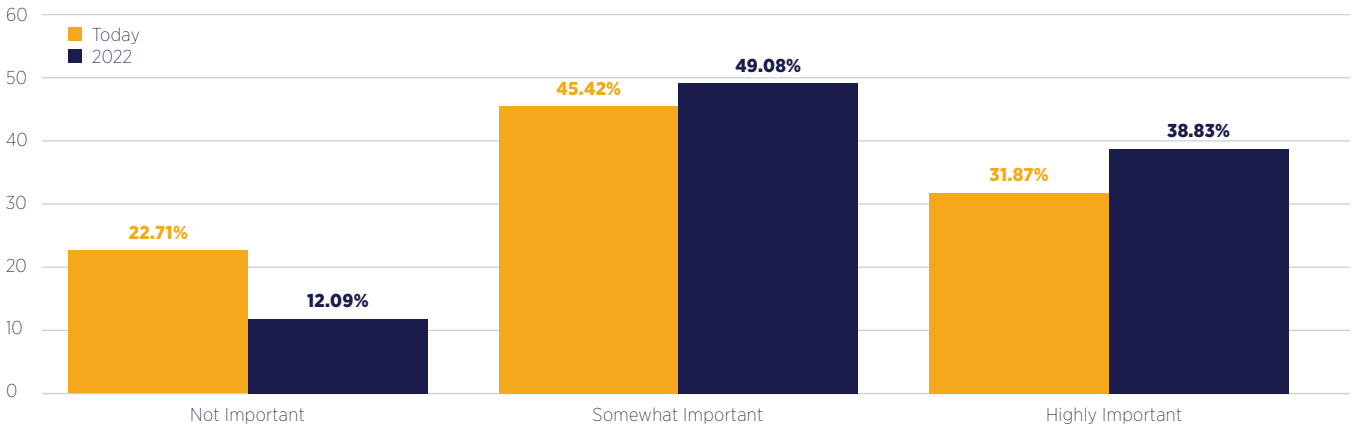
In the A/E/C industries, personal brands used to land design commissions. Frank Lloyd Wright always had others working around him, but it was his name—his brand—that repeatedly brought work in the door. In the mid-20th century, corporations became the architects of record, and the personal brand lost some of its luster.

That's no longer true today. Professionals at all levels of an A/E/C practice are effectively building personal brands and establishing Thought Leadership through blogs, presentations, articles, podcasts, videos, and more. This research revealed that personal brands are highly or somewhat important for more than three-quarters of firms, with fewer than one-quarter of respondents indicating that personal brands were of no importance.

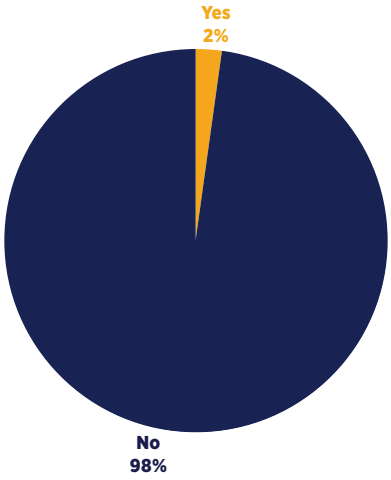
Fast forward three years, and survey participants are projecting that Personal Brands will play an even greater role, with approximately 39% of respondents indicating that Personal Brands will be highly important, and another 49% selecting somewhat important. Savvy marketers are already leveraging the reputations of their key staff and will continue to do so.

> **"Just as a corporate brand is defined as the perception a person has of your company, a personal brand is the perception a person has of an individual.**

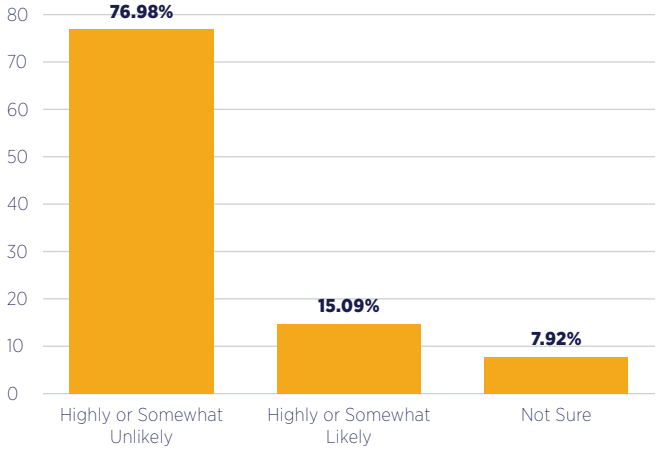
Importance of Personal Brands to Company Marketing Strategy



Does Your Company Currently Have a Podcast?



Likelihood of Company Podcast in Next 3 Years



PODCASTING (CURRENT)

Not surprisingly, Podcasting is not prevalent within the A/E/C market space. Only 2% of survey respondents indicated that their firms currently utilize Podcasting.

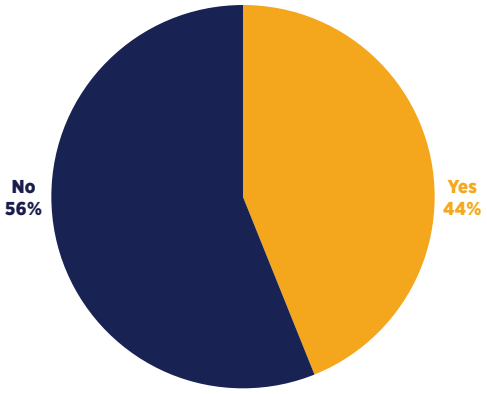
Podcasts tend to be very personal, even more so than blogs, which is perhaps why so few firms have jumped on the Podcasting bandwagon. Most Podcasts are hosted by an individual, or duo, and may cover topics that go far beyond the realm of offerings by a firm. And yet, shrewd entrepreneurs have been able to build successful businesses through Podcasting.

PODCASTING (PREDICTED)

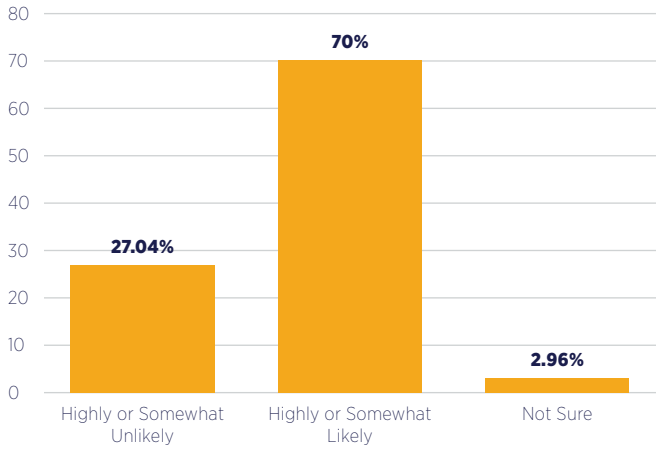
Even so, the survey research revealed that A/E/C firms will continue to shy away from Podcasts, with more than three-quarters of participants stating that their firms are highly or somewhat unlikely to produce company Podcasts over the next three years. Furthermore, only 15% of participants believe their firms are likely to move forward with Podcasting during this period.

The growth from 2% of firms currently Podcasting to a potential of 15% of firms Podcasting in three years is still a very significant increase, demonstrating that perhaps Podcasting will have legs as we move into the third decade of the 21st century and companies begin figuring out how to successfully employ Podcasts to market their firms.

Does Your Company Currently Employ Video Marketing?



Likelihood of Video Marketing in Next 3 Years



VIDEO MARKETING (CURRENT)

Although Podcasting is very uncommon among A/E/C firms, Video Marketing is closer to becoming the norm, with 44% of survey participants indicating that their firms currently employ video.

These videos can be made in very different ways—animated slide shows, interviews, simple video captures made on smartphones, and more. In fact, there are several websites that allow users to create simple, high-quality videos in minutes, combining custom photos and video with stock photos and video, overlaid with simple animated text.

According to HubSpot, video has now surpassed blogging in marketing usage for social media[2]. Viewers watch more than one billion hours of video daily on YouTube, so it is no surprise that A/E/C firms are increasingly using Video Marketing as a component of their marketing programs.

VIDEO MARKETING (PREDICTED)

Within three years, as many as 70% of A/E/C firms not currently using Video Marketing will be employing it, based upon responses to the survey. Even so, 27% of respondents indicated that their firms are highly or somewhat unlikely to be using video during this timeframe.

Perhaps their firm leadership has not yet seen the value—or demand—of Video Marketing, or perhaps they don't feel they have the technology or budget to incorporate it. Whatever the reason, the marketing departments at these firms may struggle with relevance as their competitors increasingly employ video in all aspects of marketing—including proposals and presentations.

In fact, one of the newer trends in proposal development is the use of embedded videos, or at least hyperlinks to videos, allowing traditional proposals to benefit from more dynamic content.

[2] "45 Visual Content Marketing Statistics You Should Know in 2019," Jesse Mawhinney, Hubspot https://blog.hubspot.com/marketing/visual-content-marketing-strategy

LIVE VIDEO (CURRENT)

Nine percent of survey respondents indicated that their firms currently employ Live Video as part of their marketing program. Although Live Video is a newer tool, A/E/C firms still lag significantly behind other industries. In fact, according to HubSpot research, 35% of marketers across all industries are currently employing Live Video[3].

> **Groundbreakings, client events, topping-off ceremonies, employee activities, and community events are just a few of the applications for A/E/C firms to utilize Live Video technology.**

LIVE VIDEO (PREDICTED)

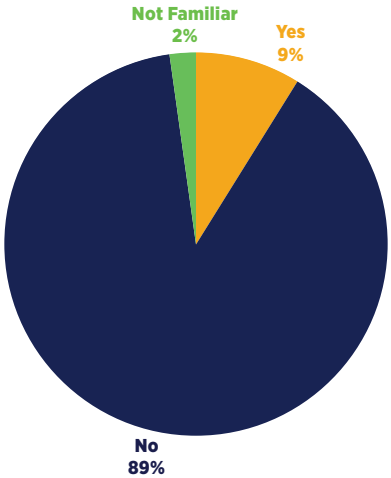
Even projecting out three years, it seems that the A/E/C industries will still not reach the 35% threshold of today's marketers across all industries employing Live Video, as only 24% of survey participants not currently utilizing Live Video indicated that their firms are highly or somewhat likely to employ it within three years.

Although this percentage is higher than those that believe their firms will incorporate Podcasting, it does reinforce the stereotype that A/E/C firms lag behind other industries when it comes to adopting and even embracing newer marketing approaches and technologies.

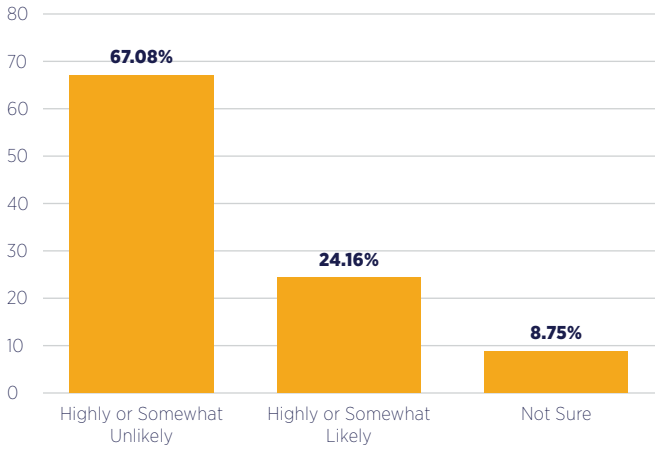
Most likely, there's a perception that there are limited opportunities for Live Video. Yet groundbreakings, client events, topping-off ceremonies, employee activities, and community events are just a few of the applications for A/E/C firms to utilize Live Video technology.

However, firms do have legitimate concerns about violating client non-disclosure agreements, employee confidentiality, rights to privacy, copyrights, and other potential issues. Due to this, the majority of A/E/C firms will most likely continue to remain on the sidelines when it comes to Live Video, even as some of their competitors embrace this growing marketing approach.

Does Your Company Currently Employ Live Video?

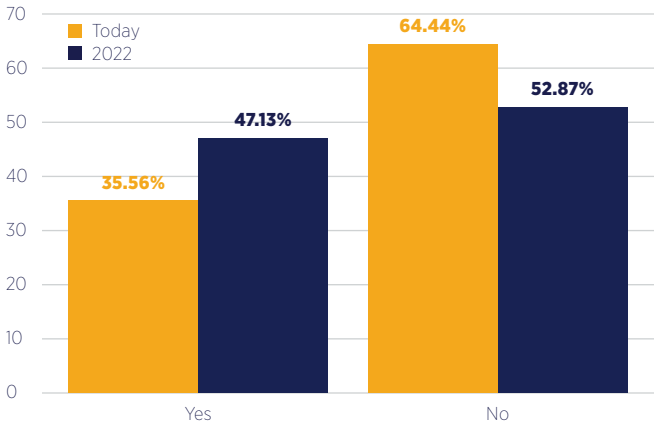


Likelihood of Live Video in Next 3 Years

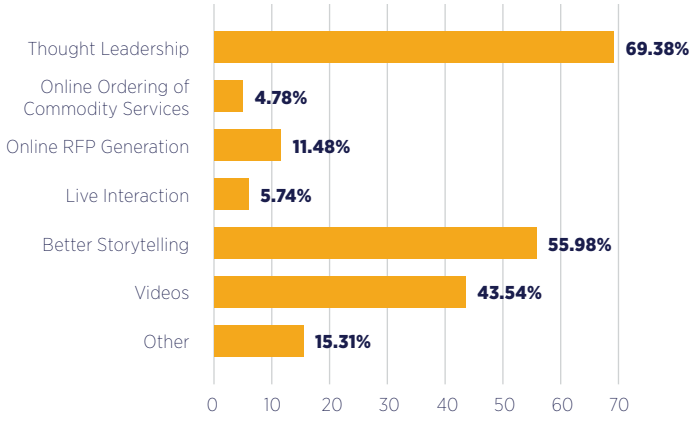


[3] "45 Visual Content Marketing Statistics You Should Know in 2019," Jesse Mawhinney, Hubspot https://blog.hubspot.com/marketing/visual-content-marketing-strategy

Website Generating Project Leads



Approaches to Generating Website Project Leads



LEAD-GENERATING WEBSITES

When A/E/C corporate websites began coming online in the late 1990s, they were essentially digital brochures for their firms. In fact, many companies still view their websites as nothing more than an online version of their printed marketing materials, which is why so many A/E/C websites look and feel interchangeable—the logos and pictures may change, but they otherwise are very similar.

Early adopters of Content Marketing and Thought Leadership sought to distinguish their websites by incorporating knowledge-sharing via blogs, videos, research, and yes, even a podcast or two.

Today, slightly more than a third of firms are utilizing their websites to generate leads, according to the survey findings. Still, this means that roughly two-thirds of A/E/C firms are not seeing leads generated by their websites.

What will happen in the future? By 2022, close to half of survey participants believe that their websites will be generating leads for their firms.

LEAD-GENERATING APPROACHES

So how are they going to do that? How are firms going to generate their first lead via their website?

Roughly 70% of survey respondents selected Thought Leadership as a primary technique, followed by Better Storytelling, and Videos. There's a general movement among A/E/C marketers to become better storytellers, as the tried-and-true, industry-standard approach of dumping data has become tired and ineffective. "Company XYZ designed a new three-story, 50,000 sq. ft. office building that obtained LEED Silver Certification" has a lot of facts, but no story.

Prospective clients don't remember facts, but they do remember stories.

These stories can be told many ways, but through published Thought Leadership, like blogs and videos, they can reach broad audiences and even generate leads for their firm. As mentioned earlier, Thought Leadership is in some ways a free sample of what it would be like to work with your company.

As A/E/C firms continue to seek greater differentiation, effective storytelling through Thought Leadership will become increasingly important. This, in turn, will drive online lead generation as digital natives move into buying roles within their companies and institutions.

CUSTOMER RELATIONSHIP MANAGEMENT SOFTWARE

Customer Relationship Management (CRM) software allows firms to keep robust data on clients and potential clients. It's a necessity for firms engaging in newer marketing approaches like Personalized Marketing and Account-Based Marketing.

We did not specifically ask survey respondents if their firms utilize CRM software, but it is notable that 28% did not answer this question, potentially meaning that their firms aren't using any type of CRM.

For the 72% that did respond, Deltek was clearly the most-used CRM program, followed by Cosential. Twenty-two percent of participants answered Other, and when asked to specify which product they are using, responded with everything from Rolodex to Oracle, Zoho to Ajera (now owned by Deltek).

BARRIERS TO CRM USAGE

Although use of CRM programs within A/E/C firms is relatively common, effective use of CRM programs is another issue.

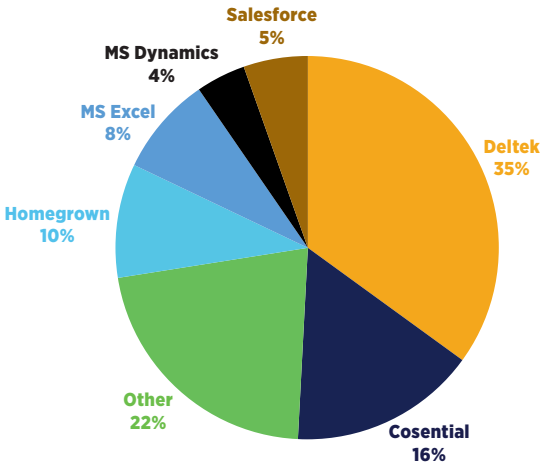
Survey respondents were asked about barriers to effectively using CRM, and fewer than 10% of participants responded that there are no barriers.

The lack of data being input to the CRM systems is a major issue of concern for A/E/C firms. More than half of participants noted that principals and/or seller-doers are not entering data into the system while one-third singled out business development and marketing staff. Furthermore, 40% of participants stated that upper management does not require CRM use. Other notable barriers include a difficult learning curve, lack of interoperability with financial and project databases, and a need for higher levels of automation.

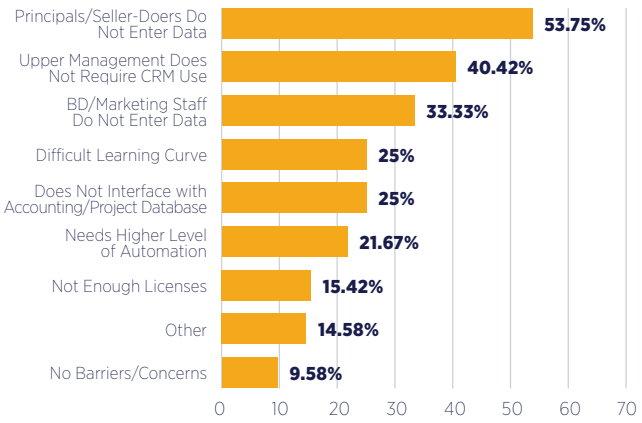
As the need for collection of big data continues, firms will need to overcome these barriers to effectively embrace up-and-coming marketing approaches.

> **Customer Relationship Management (CRM) software allows firms to keep robust data on clients and potential clients.**

What CRM Product Does Your Company Currently Utilize?



What Are Barriers To Effectively Using CRM?



VOICE SEARCH

Voice Search was barely in A/E/C marketers' vocabularies a few years ago, and today it's hard to watch TV commercials without seeing examples of this technology. Amazon Echo (Alexa), Google Home, and Apple Siri are all digital assistants that interact with voice.

But Voice Search is different than written search: Search Engine Optimization (SEO) has been a critical marketing strategy for many years. Marketers consider what a person may type when looking for a product or service and build their SEO around certain keywords.

However, people talk differently than they write, so Voice Search requires a different approach to SEO, based on what people may be saying to their digital assistants when conducting a search. Voice Search tends to be longer and more conversational than typed search.

Eighteen percent of A/E/C firms are already thinking about the role of Voice Search—meaning that 82% are not yet considering the evolving ways that people are finding information on the internet.

SALES-MARKETING INTEGRATION

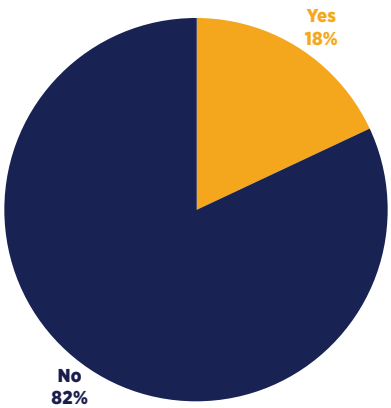
For years, sales and marketing have existed in silos, often with limited interaction between one another. This applies to A/E/C firms and holds true in the broader B2C and B2B realms.

However, changing technologies and more evolved strategic management approaches have seen the value of not just aligning the two, but also integrating them. Roughly 46% of survey participants believe that their sales and marketing functions are already highly integrated, while another 48% feel they are moderately integrated. This demonstrates that firm leadership is placing a high value on the unification of these functions.

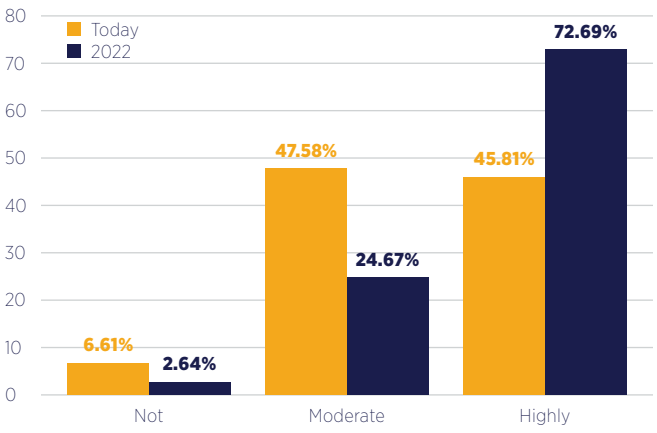
There's still much room for improvement, and approximately 73% of survey participants believe that the sales and marketing functions in their organizations will be highly integrated within three years, a significant increase. Fewer than 3% of survey participants believe that there will be no integration of these functions over the next three years.

Many of the newer marketing approaches, liked Personalized Marketing and Account-Based Marketing, require high levels of sales-marketing integration to succeed.

Do You Anticipate Optimizing Online Activities for Voice Search Within 3 Years?

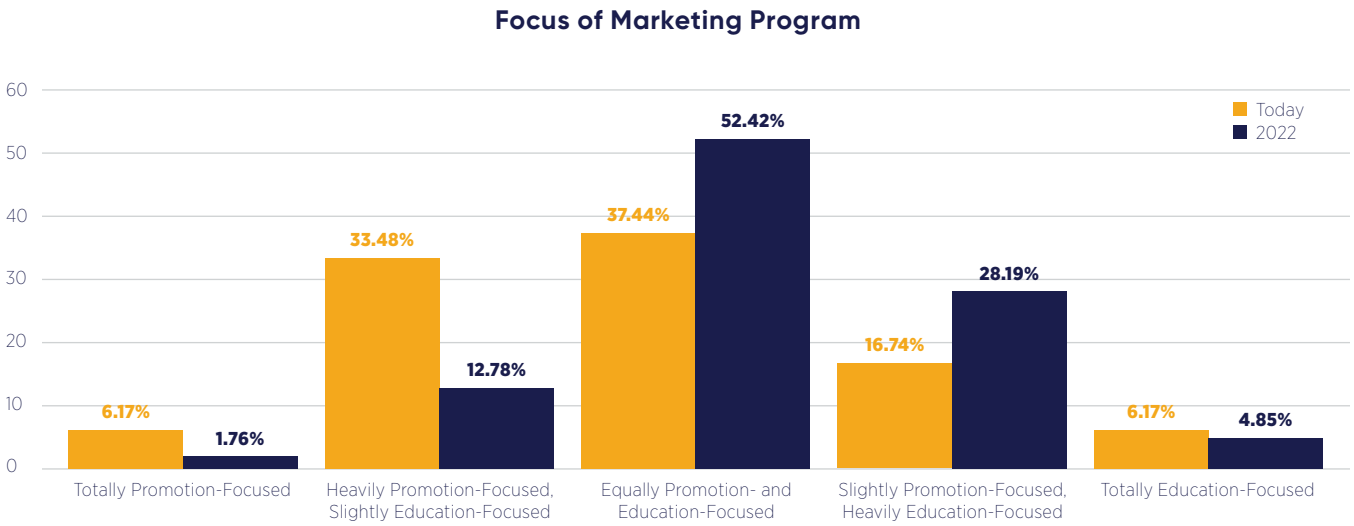


Integration of Sales and Marketing Functions



Marketing Evolution

We've seen how marketing practices currently popular within the B2C realm are going to change the future of marketing in the A/E/C industries. How will these newer approaches integrate with tried-and-true marketing and business development practices? Will marketers need to incorporate new skills into their portfolio? How will our firms evolve in terms of culture, disruptions, and opportunities for marketing professionals?



MARKETING FOCUS

The marketing model has changed greatly over the past few decades, as education-based marketing has become an increasingly important component of the overall marketing mix. Survey participants were asked to describe their current marketing programs in terms of promotion versus education.

One-third of respondents indicated that their firm's programs are heavily promotion-focused, slightly education-focused, while another 37% indicated equal parts promotion and education. Only 17% of participants indicated that they are more focused on education than promotion, while 6% work for firms that are totally education-focused.

What will this look like three years from now?

There's a trend toward increasing the educational components of marketing, with slightly more than half of the survey participants projecting that their firms will have equal parts promotion and education in three years. Furthermore, 28% anticipate that their mix will be heavier on education, with some promotion sprinkled in.

This marks a definite shift in the way firms are viewing marketing, moving toward providing value versus simply promoting what their firms have to offer. In fact, our data reveals that by 2022 fewer than 15% of A/E/C firms will emphasize promotion over education. Thought Leadership Marketing is a key way that firms are incorporating education-based marketing.

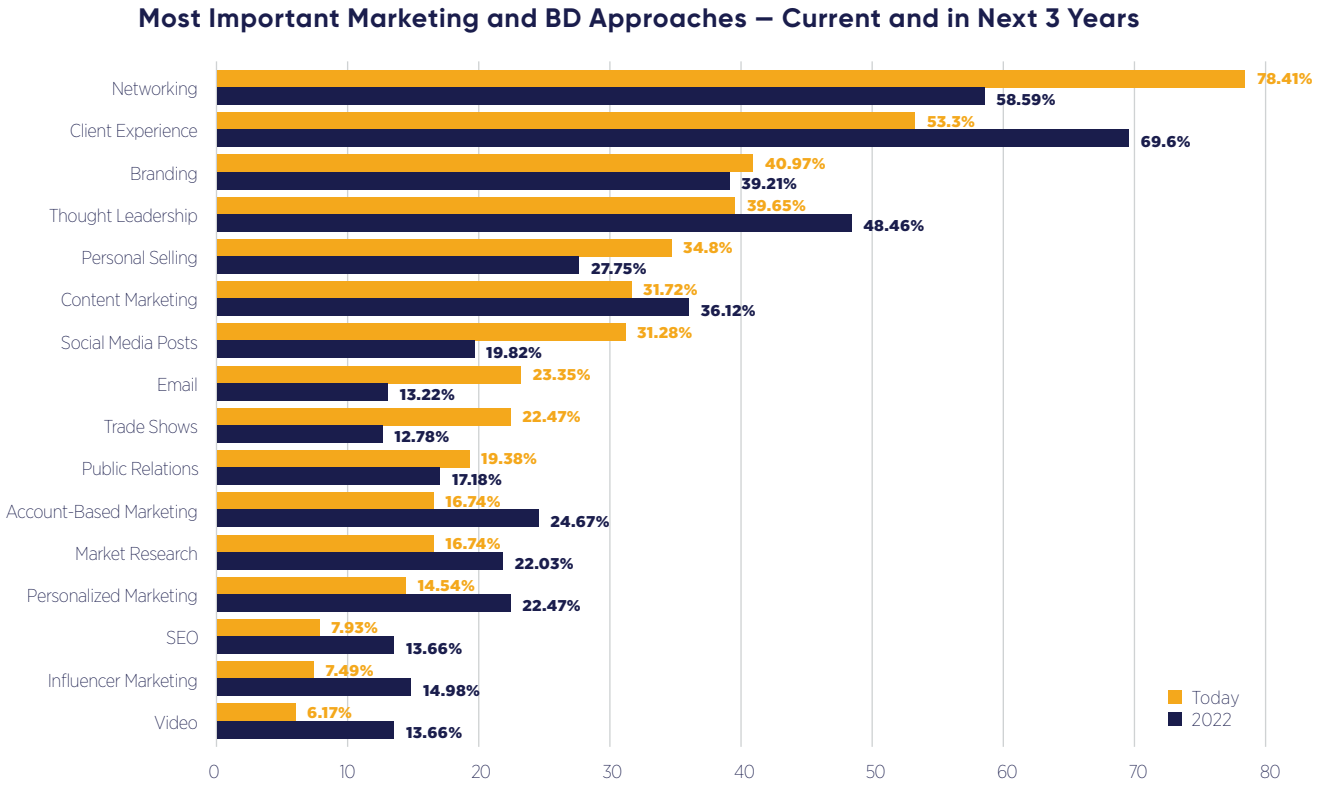
MARKETING AND BUSINESS DEVELOPMENT APPROACHES (CURRENT)

After asking survey participants about specific marketing approaches, SMPS wanted to know how these varied approaches ranked among one another, as well as with the more traditional approaches to marketing and business development like Networking, Personal Selling, and Trade Shows. (See graph on the next page.)

When asked about the most important current approaches, Networking was the runaway winner, with 78% of survey participants selecting it. The second most identified approach was Client Experience, which is an interesting finding considering that only 18% of respondents work for firms that currently have a Client Experience Strategy!

Branding and Thought Leadership were roughly tied for the third most important approach, followed by Personal Selling. Interestingly, Content Marketing and Social Media Posts were within a few percentage points of Personal Selling, demonstrating the evolving sales and marketing mix within A/E/C firms.

Of these top responses, several weren't even in a marketer's toolbox at the close of the 20th century.



MARKETING AND BUSINESS DEVELOPMENT APPROACHES (PREDICTED)

How will the marketing mix change in the coming years?

SMPS asked the survey participants to rank what they believe will be the most important marketing and business development approaches three years from now.

Networking will still be extremely important but is projected to lose its front-runner status to Client Experience. Again, this is an interesting finding because when asked specifically whether their firms will have a Client Experience Strategy within three years, only 54% of the respondents answered that it's highly or somewhat likely that they will. This may demonstrate that although Client Experience is on the radar of most sales and marketing professionals, it has been difficult—and may continue to be difficult—to get their corporate leadership to elevate the role of Client Experience within their firms.

Thought Leadership climbs to the third most important marketing approach, validating the evolution from promotion-based marketing to education-based marketing. Branding is essentially unchanged when comparing current with future projections.

Note that Personal Selling declines from 35% to 28%. It still ranks highly as an important approach, but is forecast to be less important than Content Marketing by 2022.

This doesn't mean that Personal Selling is going to disappear into oblivion beyond three years, but it does reinforce the SMPS Foundation's research findings published in 2016 in the *Sell. Do. Win Business. How A/E/C Firms are Using Staff to Win More Work* report. This research found that the role of the professional business developer is continuing to evolve, and increasingly one of their primary responsibilities within their firms is to coach their technical colleagues on business development techniques.

Furthermore, in many firms, the dedicated business developers are doing the Networking, which is projected to still be the second most-important approach in three years.

Business developers are benefitting from newer tools like Thought Leadership and Social Media Marketing, and may also be plugging in at the Client Experience level, supporting the project managers that may be tasked with maintaining relationships with current and former clients.

It's worth noting that at the bottom of the chart, newer approaches like Video, Influencer Marketing, and Personalized Marketing are gaining traction and growing in importance.

MARKETING AND BUSINESS DEVELOPMENT SKILLS (CURRENT)

With the continued evolution of marketing approaches, SMPS wanted to evaluate the most critical skills for marketing and business development professionals—today and tomorrow.

These questions were scored based on how they were ranked by survey participants.

Verbal and Written Communication were identified as the top two most important skills, followed by Storytelling and Critical Thinking.

The presence of communication skills should be no surprise. Since the rise of the professional A/E/C marketer and business developer in the late 1970s, firms have relied on these roles to effectively communicate their offerings and value propositions.

Although this survey was not conducted five or 10 years ago, it's safe to assume that Storytelling would not have been highly ranked (or even have been on the list).

The continued transition to Thought Leadership and education-based marketing approaches has created a demand for storytellers who can translate the complexities of the design and construction process into broader, easily understood narratives.

The vision of SMPS is Business Transformed Through Marketing Leadership, so it should come as no surprise to see Leadership as the fifth most important skill. Marketers at all levels in their firms need to provide Leadership—to marketing initiatives, trend research and identification, strategic conversations, and new approaches and thinking.

MARKETING AND BUSINESS DEVELOPMENT SKILLS (PREDICTED)

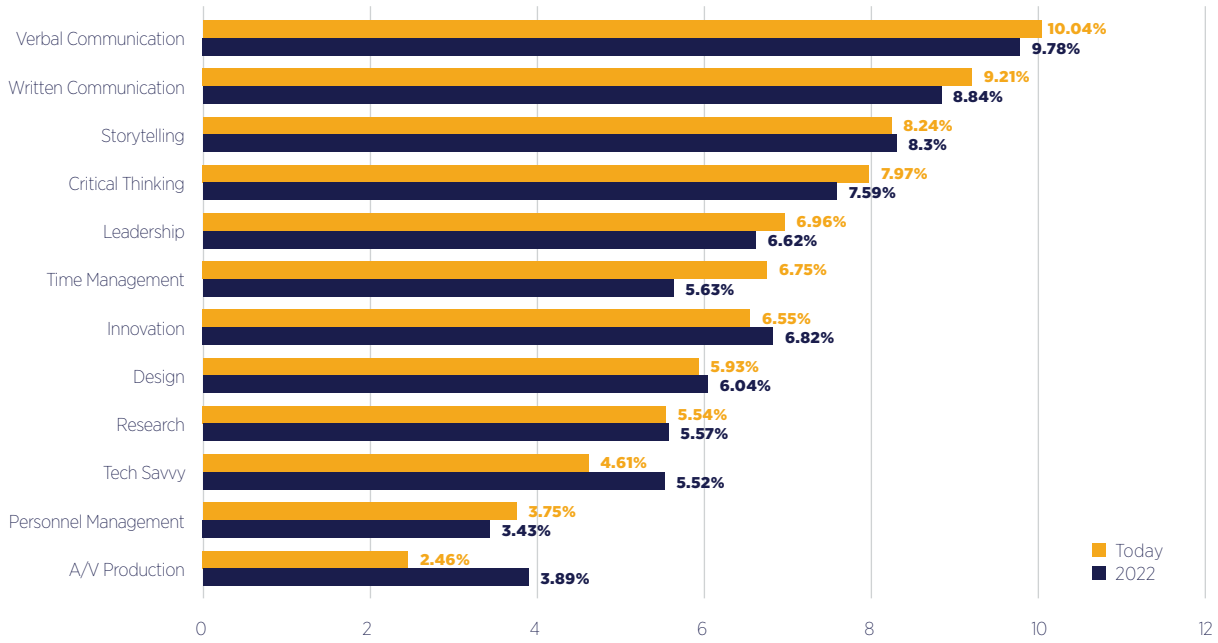
When asked to forecast the most important skills for marketing and business development professionals in three years, survey participants still selected Verbal and Written Communication as the most important skills. However, each ticked downward slightly, while Storytelling increased slightly. Overall, the most significant changes happened on the lower half of the chart, with Innovation, Tech Savviness, and A/V Production all seeing noteworthy increases in importance.

The most important finding here is not the individual skill rankings, or even the order, but the broad set of skills required of a 21st-century marketer or business developer. It's difficult to find someone with such a broad range of skills—particularly someone who does all these things well.

And yet, that's what A/E/C firms are expecting of people they hire into marketing and business development positions. Not only that, but based on these findings, marketers must maintain a high level of performance at these skills while continuing to learn and build new skills as new technologies and techniques become available.

The 21st-century marketer does not need to be a jack-of-all-trades. He or she needs to be a master of all!

Most Important Marketing and BD Skills — Current and in Next 3 Years



DISRUPTIVE TECHNOLOGIES

Beyond specific marketing and business development approaches and technologies, participants were asked which technologies they feel will be the most disruptive to the A/E/C industries over the next three years.

Based upon our ranking system, Artificial Intelligence was designated the most disruptive, followed closely by Augmented and Virtual Reality technologies. Automation and Big Data were also ranked highly by respondents. Autonomous Vehicles and Virtual Assistants were viewed as the least disruptive technologies.

CORPORATE CULTURE

Slightly more than half of survey participants work for companies that currently have a written strategy for Corporate Culture. As the talent war continues to negatively impact A/E/C firms, Corporate Culture is becoming one of the key tools used by companies to recruit new employees as well as retain existing ones. According to the U.S. Bureau of Labor Statistics, the average employee tenure is just 4.2 years with their current employer. And that statistic is across all labor categories and demographic groups. When 25-to-34-year-olds are segmented, the average tenure drops to just 2.8 years. So, firms must become even more aggressive in retaining the younger talent in which they are investing[4].

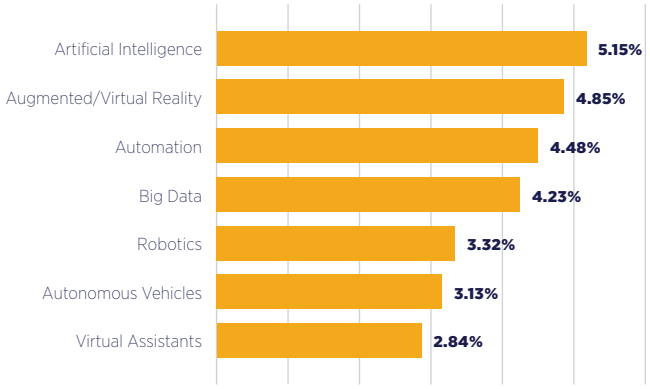
How do you retain employees? The answer to that often-perplexing question can of course be found in higher salaries and opportunities to advance. But those aren't always options, particularly with small and mid-sized firms. In these cases especially, Corporate Culture is often a major driver in staff retention. From opportunities to learn new things to flexible and transparent work environments to making a difference in the local community (or world at large), these are all drivers of Corporate Culture. Successful A/E/C firms understand this and are evolving to become more culture-centric.

RESPONSIBILITY FOR CORPORATE CULTURE

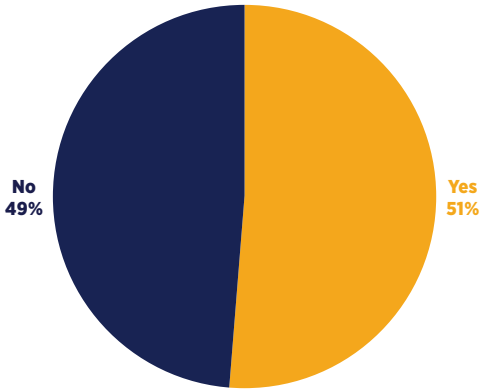
Who within a firm ultimately has responsibility for driving Corporate Culture? According to this research, it begins at the top for almost 63% of firms, for which survey participants identified the C-suite. However, HR staff (55%) and marketing staff (47%) play major roles as well. Firms even engage their dedicated business development staff in Culture, identified by almost one-third of respondents. Just 10% of firms currently have a dedicated Culture position on staff.

[4] "Employee Tenure Summary," Bureau of Labor Statistics, United States Department of Labor https://www.bls.gov/news.release/tenure.nr0.htm

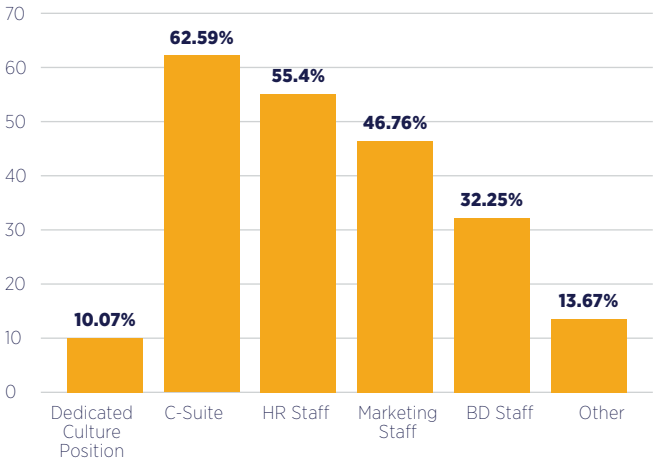
Which Technologies Will Be the Most Disruptive to the A/E/C Industries Over the Next 3 Years?

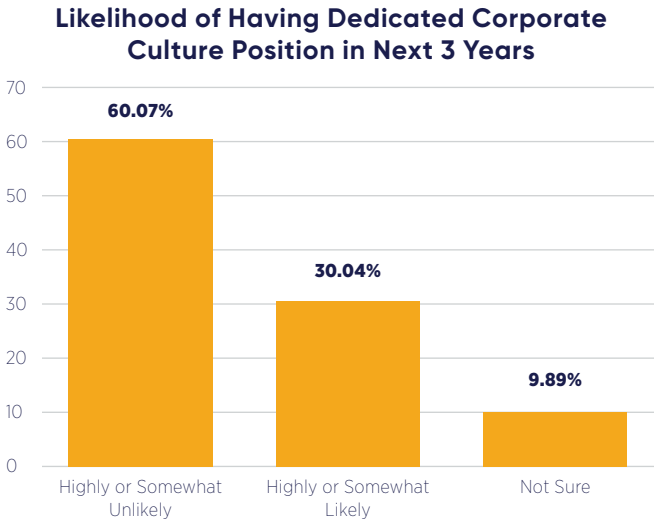


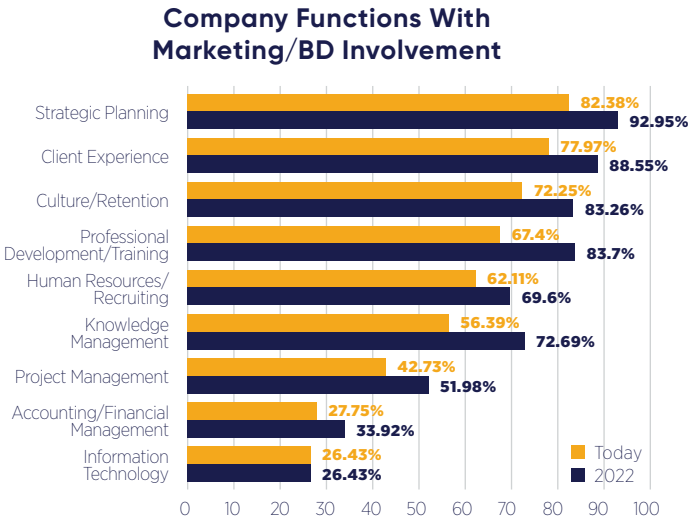
Currently Have Formal Written Strategy To Drive Corporate Culture?



Who Has Responsibility for Corporate Culture in Your Firm?







DEDICATED CORPORATE CULTURE POSITION

This is anticipated to change in the coming years, however, as 30% of survey participants indicate that their firms are highly or somewhat likely to add a dedicated Corporate Culture position within the next three years.

Conversely, double that amount of survey participants believe that their firms will not have that position by 2022.

Adding a dedicated Corporate Culture staff person has the potential to be highly disruptive to the industries, but in a positive way. Yet this is a position that hasn't traditionally existed within A/E/C firms and is likely non-billable at most companies. Although firms are rarely interested in creating new overhead positions, the costs of losing employees, recruiting their replacements, onboarding, and training can be significant. By reducing employee turnover, companies can pay for this new position. The realization of this, however, requires progressive thinking by firm leadership.

Whether or not a company moves forward with a dedicated staff position, firms will continue to look to enhance and communicate their Corporate Culture to maintain current staff while attracting new hires.

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By reducing employee turnover, companies can pay for this new position.

MARKETING AND BUSINESS DEVELOPMENT STAFF INVOLVEMENT IN OTHER FUNCTIONS

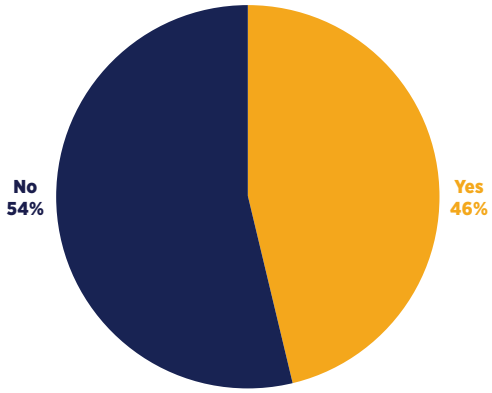
In recent years, we have seen increasing opportunities for marketing and business development professionals to engage in non-traditional activities for their positions. Survey participants confirmed that this is happening and will only expand in the coming years.

More than 80% of participants indicated that their marketing and/or business development staff are involved with strategic planning at their firms. This is expected to grow to 93% by 2022. Client Experience once again ranked highly, seemingly at odds with the lack of Client Experience Strategy at the majority of firms. By 2022, more than 88% of participants believe that marketing and business development staff will be involved with Client Experience at their firms.

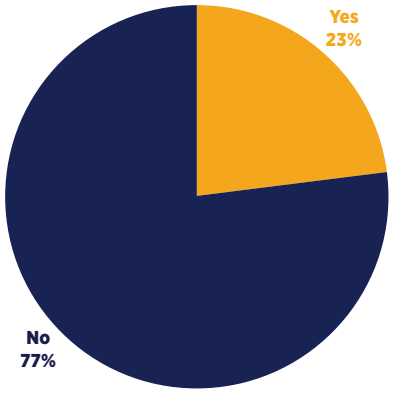
Traditional human resources functions are increasingly seeing marketing and business development staff involvement, including Culture and Retention, Professional Development and Training, Recruiting, and even Knowledge Management—capturing the combined knowledge of the firm into a centralized repository. Within three years, roughly 70% or more of the survey participants believe that these functions will include involvement from marketing and business development staff.

Once again it appears that A/E/C firms require their marketing and business development professionals to be masters-of-all-trades.

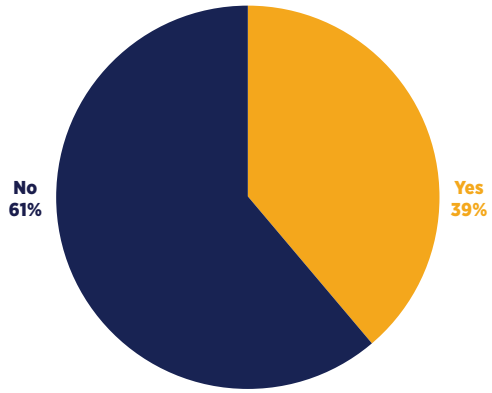
Would You Describe Your Company as Being Marketing-Led?



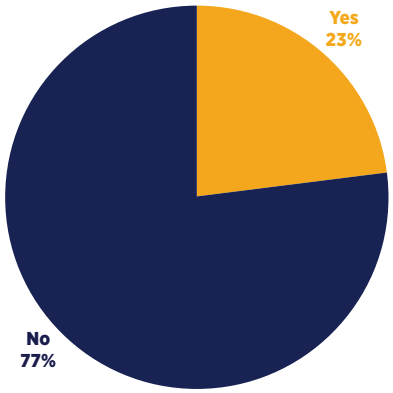
Are You Currently a Shareholder in Your Firm?



Within 3 Years, Do You Envision Your Company Being Marketing-Led?



Do You Anticipate the Opportunity to Become a Shareholder Within 3 Years?



MARKETING-LED COMPANIES (CURRENT)

As mentioned previously, the vision of SMPS is Business Transformed Through Marketing Leadership, so it was important to establish a baseline to determine how many firms are already marketing-led.

Based on our survey results, the majority of respondents did not describe their firms as currently marketing-led, but 46% of respondents did describe their firms this way.

MARKETING-LED COMPANIES (PREDICTED)

For the 56% of survey participants who do not currently believe their firms are marketing-led, almost 40% expect this to change over the course of the next three years. The balance of 60% believe their firms will still not be marketing-led during this timeframe.

OPPORTUNITIES FOR OWNERSHIP (CURRENT)

It was also important to determine ownership opportunities for marketing and business development staff, and our survey revealed that 23% of participants currently own shares with their firms.

OPPORTUNITIES FOR OWNERSHIP (PREDICTED)

The same percentage of respondents (23%) who do not currently own shares in their firms believe they will become shareholders by 2022, demonstrating increasing opportunities for A/E/C professionals.

Takeaways

What should you do with all this information? It's not enough to have a general understanding of the marketing approaches and technologies gaining ground within the A/E/C industries. These rapidly changing and potentially disruptive marketing techniques should be studied and analyzed based on your circumstances. Marketing and business development professionals need to be change agents in their firms, bringing fresh ideas to generate business and creating a culture of transformation through marketing leadership.

An action plan for your firm should include:

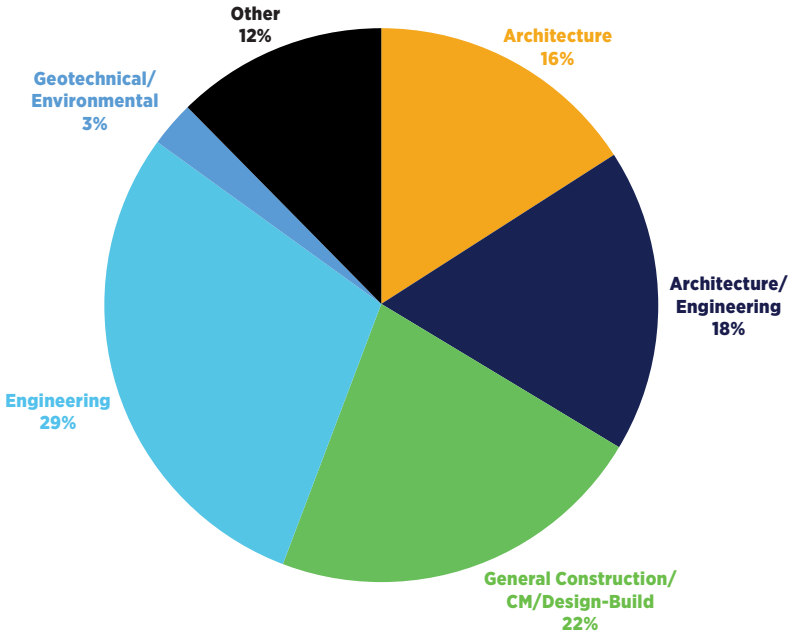
- Review all the approaches outlined in this report and expand your knowledge base. Research how other firms—A/E/C and beyond—have utilized these newer marketing techniques. Become a student of 21st-century marketing.
- Determine which approaches have the greatest potential to positively impact your firm. Not all may make sense right now, but some certainly will. Prioritize the marketing tactics based on the ones that can offer a high return while utilizing your current resources.
- Conduct a gap analysis on yourself and your firm. Where does your knowledge base lie? Where are you lacking in understanding or skills? Likewise, what are the company's gaps? Are there other individuals within your company that have the knowledge or skills—or should? Compare this analysis with your priorities to determine areas where professional development is critical.
- Seek out any specialized training required to move forward with the highest priority approaches that make the most sense for your firm. Understand that this training may need to come from outside of the A/E/C industries, so embrace what other industries are doing.
- Develop action plans for each of the marketing techniques you seek to implement in the near term. Create SMART (specific, measurable, attainable, relevant, time-sensitive) goals and tactics.
- Review and adjust your marketing budget as appropriate.
- Develop a justification and anticipated return on investment (or return on effort) to help sell these new approaches internally.
- Keep quality data on each of your new initiatives. Maintain an agile approach because these are not only newer approaches for the industries, they are new for your firm. Not everything will work every time. Try smaller bites instead of full course meals, so you can adapt on the fly. Make changes to your tactics as required, based on the data you collect.
- Create regular reports on successes (and failures, too). Share with company leadership so they can understand the progress and benefits.
- As you refine your approaches, roll out the programs to larger groups of clients and prospective clients.
- Transform your business through marketing leadership!

Appendices

SURVEY RESPONDENT DEMOGRAPHICS

In total, 334 people participated in this research survey. The breakdown across all types of firms was fairly even, with engineering (29%), construction (22%), architecture/engineering (18%), and architecture (16%) comprising the bulk of participants. The other category includes landscape architects, interior designers, and consultants to A/E/C firms, among other types of businesses.

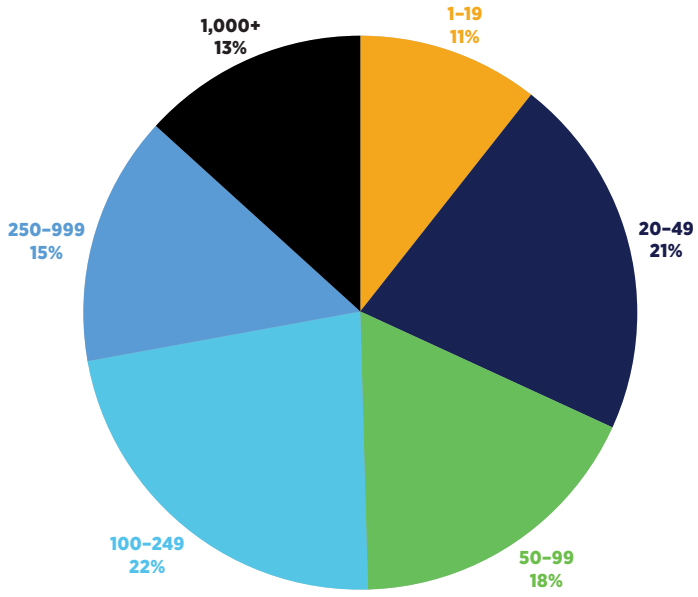
Which of These Services Best Describes Your Firm?



FIRM SIZE

Likewise, the size of firms represented spanned all types, spreading fairly evenly among the different categories. Megafirms were represented, but so were firms with fewer than 10 employees. Overall, the most common size categories included 100–249 employees (22%), 20–49 employees (21%), 50–99 employees (18%), and 250–999 employees (15%).

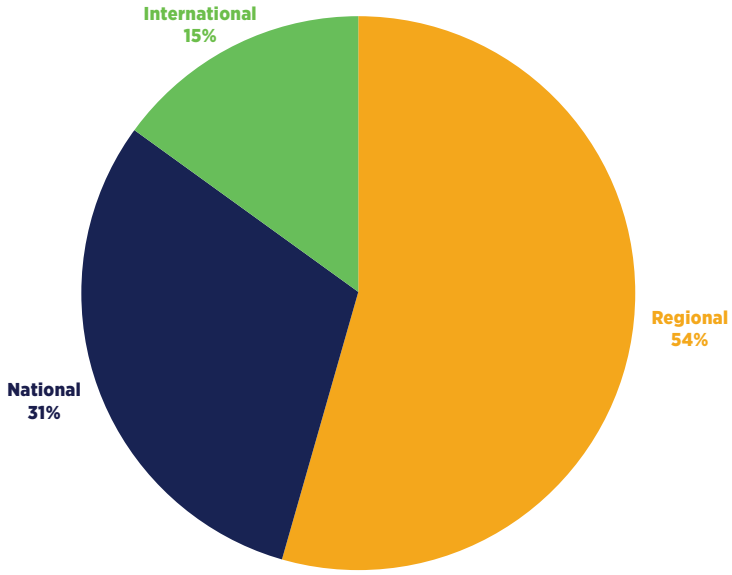
How Many Full-Time Employees Does Your Firm Employ?



GEOGRAPHIC SCOPE

The majority of survey participants work for firms that are more regional in geographic scope, representing 54% of the sample. Thirty-one percent identified their firms as national in scope, while 15% selected international as their geographic territory.

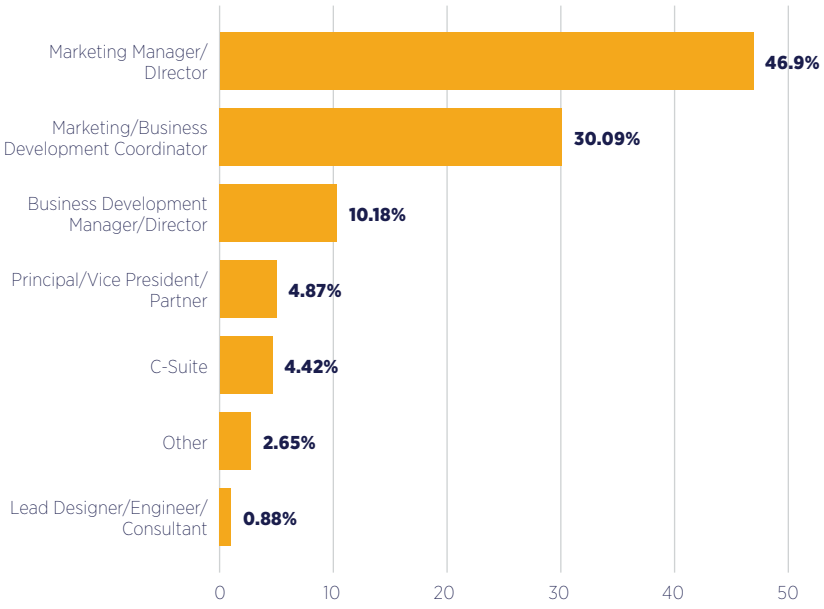
What Is the Geographic Scope of Your Firm?



PRIMARY POSITION

Our final demographic question related to the position of the respondents and, as expected, the vast majority of participants are marketing managers and directors (47%), marketing and business development coordinators (30%), and business development managers and directors (10%). Another 9% of survey participants are principals, vice presidents, partners, or C-suites at their firms.

What Is Your Primary Position in the Firm?





About the Author

Scott D. Butcher, FSMPS, CPSM, has more than 25 years of experience in the A/E/C industries. He is principal and owner of aecumen, llc, helping firms improve their business development and marketing acumen through training, facilitation, and consulting services. Butcher previously served as fellows delegate and delegate-at-large to the SMPS board of directors and is a former trustee and past-president of the SMPS Foundation.

A regular speaker at industry events, Butcher has given more than 275 presentations to local, regional, and national events of SMPS, AIA, ACEC, AGC, PSMJ, SDA, ASCE, IFMA, USGBC, SAME, CMAA, and others. A widely published author who has written numerous articles, 20 books and e-books, Butcher writes Marketropolis, the sales and marketing blog on ENR.com. His articles have been featured in *Professional Services Management Journal, Project Management, A/E Marketing Journal, The Zweig Letter, Revolutionary Marketing, Construction Executive, Marketer–The Journal of the Society for Marketing Professional Services*, and *The Military Engineer*, among others. He co-authored the SMPS Foundation book, *A/E/C Business Development–The Decade Ahead*, and wrote the Society's research report, *Sell. Do. Win Business. How A/E/C Firms Are Using Staff To Win More Work.*

Butcher also authored the books, *Reputation Design+Build: Creating Winning Personal Brands for Engineering, Design, and Construction Professionals; Networking for A/E/C Professionals: A Blueprint for Seller-Doers;* and *Simplified Project Photography: A Guide for DIY Architectural Photographers.* He is a Certified Professional Services Marketer and a Fellow of the Society for Marketing Professional Services (SMPS).



About the Society for Marketing Professional Services

BUSINESS TRANSFORMED THROUGH MARKETING LEADERSHIP.

The Society for Marketing Professional Services (SMPS) is the only organization dedicated to creating business opportunities in the A/E/C industries. With more than 7,100 members, SMPS provides leadership and professional development programs, industry research, business-building events, and vital marketing resources. Through SMPS, A/E/C professionals in North America tap into powerful networks to form project teams, secure business referrals and intelligence, and benchmark performance. The Society is committed to validating the practice of marketing and business development as essential to the success of all professional services firms. Learn more about SMPS at smps.org.

