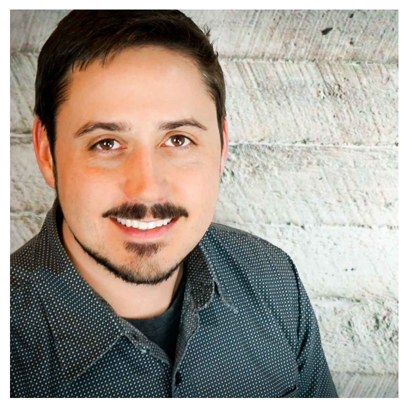
AIA Practice Management Digest – March 2018

Presentation strategies

Connecting with potential clients to increase your chances of closing the deal

Letter from the editor

By Seth Anderson, AIA



Anyone that has submitted a proposal and been shortlisted for an in-person interview knows that in order to close the deal, you need a strong presentation strategy. After all, it feels good to make it past the first hurdle, but there is no prize for second place. I have personally experienced the excitement of making it to the interview round, only to later feel disappointment from not making the final cut. But I've also learned how to become a better presenter from these failures, including not letting my desire to give a professional presentation diminish my outward enthusiasm for the client's project. Special thanks to Karen Courtney, CMO at Fanning Howey for helping me to compile the articles for this edition of the Digest.

Bryan Grey and Jeff Echols, Assoc. AIA, of Revenue Path Group, encourage presenters to engage with their audience by making an emotional connection in their article "How to Stop Losing Projects That Should be Yours." During that presentation, it's likely you'll want to present some examples of your work or present information about your approach to their project. However, we've all sat through PowerPoint presentations that clearly miss the mark. Bill Schmalz, FAIA tackles the well-known problem in "Why PowerPoint Doesn't Have To Suck: 10 Tips for Better Presentations".

While not strictly on the topic of presentation strategies for interviews, Rich Friedman of Friedman & Partners brings us two articles about the way in which architecture firms present themselves to a larger audience. In "This is not your typical architecture firm, and that's by design", Rich presents the case study of a firm that doubled down on a single project type and found a way to better serve that client. We also need to remember our online presentation to prospective clients. In "Lessons Learned from Building a New Website", Rich shares some insightful tips for ensuring your website communicates the right message about your firm.

Be sure to also check out some of the other suggestions available online in the Related Resources section below. I personally found these short pieces to be helpful in making me a stronger presenter. What lessons have you learned from your own successes and failures? Share your stories with us on the KnowledgeNet Discussion Board or our LinkedIn Group.

Features

How to stop losing projects that should be yours
By Bryan Gray, CEO of Revenue Path Group & Jeff Echols, Assoc. AIA

Have you ever wondered why you keep hearing “It was close” when you lose a bid? To start winning more projects, harness the process, speed and emotion that drive decisions, and connect with your audience at a visceral level!

Why PowerPoint doesn’t have to suck: 10 tips for better presentations
By Bill Schmalz, FAIA

We've all sat through PowerPoint presentations that clearly miss the mark. However, thinking like a spectator can help you craft a better, more-engaging presentation. Here are 10 tips to help make your presentation stronger, and keep the focus on your content.

This is not your typical architecture firm, and that’s by design
By Rich Friedman

When a downturn strikes, it can be tempting to take whatever work is available to keep the doors open. One firm made a bolder choice: to double down on serving one client type. As a result, the firm not only survived the downturn, it grew exponentially during the lean years.

Lessons learned from building a new website
By Rich Friedman

Like many firms, our web site has been slow to keep up with our evolved and expanding service offerings. It was time for a reboot. We learned a lot in developing our new website, so here we offer five takeaways that you can put to work in your own firm’s marketing efforts.

Further reading and resources

- **Presentations that win the job!** by Mark Zweig | The Zweig Letter
  - After 38 years, here's what I have learned about what works.
- **Architects - How to pull off an amazing presentation** by Steff Green | WorkflowMax
  - Six top tips for crafting a spectacular architectural presentation.
- **Ten tips to help you give amazing presentations** from First in Architecture
  - What to consider before, during, and after your presentation.
- **Presentation skills - tips & techniques** by Bob Borson, FAIA | Life of an Architect
  - An architect's advice on stage presence, motivation, and more.

Contribute to the Digest

The next issue of the *Practice Management Digest* will investigate technology trends, and how they impact practice. We are also always looking for topics that you would like to see addressed in an edition of the *Digest*. If you have topics related to practice management that you’d like explored or articles you would like us to consider, please contact our new PM Digest Editor, Sara Boyer, AIA, at SBoyer@moodynolan.com.

How to stop losing projects that should be yours

network.aia.org/blogs/jeffrey-a-echols-assoc-aia/2018/03/27/how-to-stop-losing-projects-that-should-be-yours

By Bryan Gray, CEO of Revenue Path Group, and Jeff Echols, Assoc. AIA

Have you ever wondered why you keep hearing “It was close” when you lose a bid?

Have you ever wondered why it’s harder than ever to separate yourself from your competition?

Have you ever wondered why it’s so painful when you lose those opportunities that should’ve been yours?

If you’re like so many other architectural firms and you’re always competing in tight races, please read on ...

Will the real prospect please step forward?

Believe it or not, you’re not selling to people, hearts and souls. Your real prospect is a 3 lb. organ called the brain. And while it’s a fascinating and complex organ, it’s actually a highly primitive and predictable decision-maker. Those who are consistently winning more projects are using brain science to separate from the pack and connect at a visceral level with their audience, whether or not they realize it.

Know your prospect.

The brain is just 2% of your body mass but requires 20% of your blood flow and calories to keep it awake and functioning. The neocortex, which is the logical, data and reading part of the brain, requires an outsized share of this energy. Because of this, the limbic brain - which operates on a much more automatic and “gut” level drives 95% of all decisions, including who they’re going to choose for the project you’re going after!

In fact, that “relationship” your competitor might enjoy with the prospect? It’s just a shortcut for your prospect to make it easier, a way to keep the decision out of the neocortex, safely in the limbic system. To compete against that relationship, you need to challenge the shortcut your prospect wants to use. You can start by addressing three things.

Winning the brain in 3 crucial ways:

> **Messaging** that fits the process, speed and emotion the brain uses to make decisions.
> **Selling Tools** that keep the brain actively engaged whether presenting to one or many - learn why this is so important and how so many are doing it wrong.
> **Presentation Execution** that makes you the “best fit” by engaging the limbic brain. No more winging it. The presentation is the most important meeting you will have. There’s hundreds of thousands of dollars riding on it.

Why the brain? Why now?

We now live in a world where not only the rate of change is increasing, but the speed at this rate of change is increasing at the same time, creating this accelerating effect. The net result is prospects that can’t keep up, can’t be an expert and can’t tell the difference between you and everyone else. Every competitor is ‘good’. They’re in on every project and “sameness” will permeate your business more than ever before. If you can’t separate yourself in the most meaningful and personal way, you will become a commodity. And it will all come down to price.

You must not only be aware of these current dangers and spot the signs that you’re being commoditized, but you need to start coaching your firm around your real value, how to connect this to your prospect’s brain and how to do deploy it when and where it matters most … the presentation.

When you’re pitching the room, the key is to know the job to be done. When multiple people are all looking pointedly at you, they want to know WHY you. This is no time to repeat why you’re there in the first place. Your job is to create a deep, visceral connection with those in the audience that has them completely bought into you, and not your competitors.

Those in the audience have hidden fears and concerns and most presenters are afraid to bring them up. Unfortunately, after multiple presentations the prospect’s brains are muddled in similar sounding firms, projects and processes. It can’t distinguish among them and defaults to those who made an emotional connection.

It’s not cynical. It’s science.

Consciously, we like to think we focus on wishes, wants and needs. However, these aren’t what drive priority and decision. At a subconscious level, the limbic brain is focused on elimination of pains, threats and fears, with an emphasis on threats.

Priority is given to those who can address threats and then quickly demonstrate resolution, creating an emotional “journey” during their presentation. When the audience emotionally engages with you and your presentation, there’s a “melding of minds” and all of the sudden you start hearing things like “You really get us.” Your beliefs connect with their beliefs and you have what Simon Sinek, author of the bestseller ‘Start With Why’, calls a deep personal connection around your why.

Your purpose: Win the deal.

- How are you going to do this? Win the room.
- To win the room you have to win the brain.

Your objective:

- Gain access to information your competition can’t.
- Gain access to decision makers your competition can’t.
- When the “Why’s” connect, trust is created. Then you’re getting access to information your competition can’t. You’ll earn access to decision makers your competition can’t get to. You’ll start creating the same kinds of shortcuts that your competitors’ relationships took ages to forge.

So how do you win the brain?

Understand the brain’s focus - relieving pain at a deep-rooted, base level.
Identify the most important pains your prospect’s brain wants solved.
Articulate your value - connect your value to the pains your prospects want solved.
Create your Convincing Advantages™ - the compelling reasons Why YOU — why you are the best and only real choice.

It’s go time. Pitch to win.

There are now many firms that are going to “pitch” for the work. Now that you know how little “thinking” the brain does, how the limbic brain gets activated and the difficulty in keeping the brain awake for a full hour, you have to harness your presentation. No phoning it in now! Keeping your audience’s attention for an hour is difficult, but a brain-friendly approach using great visuals, good timing and an easy-to-follow structure will make you hard to forget.

Here’s how you win and keep their attention to close the sale: When a room of decision-makers demands to know why you’re different, you must convince them beyond any reasonable doubt you’re the one to solve their pains.

Let science do the work. From the introduction and every minute after, your approach has to differentiate. Create real emotional lift to raise your prospects up to where you want them: choosing YOU. Do this right, and your competition — including “no decision” — won’t stand a chance.

Six things your presentations must do:

Follow the brain’s process, speed and emotional context to decision-making
Create a high degree of emotional lift throughout the presentation
Present for just 15-17 minutes, so you can leave up to 75% of your time for conversation

Drive deep conversation that builds fast trust
Quickly build enough trust to negate longstanding relationships with competitors
Close on very clear next steps

Put it all together.

Deliver presentations having your audience on the edge of their seat. During your presentation, start by acknowledging the pain and showing resolution. This is called driving emotional lift. That last movie or book you enjoyed? It was a great example of setting up a pain or threat and then giving you the same kind of emotional lift through its resolution. Your presentation doesn't need Hollywood special effects, but it can make the pitch better if you follow the formula.

Each pain you address must be quickly countered with its resolution: your product or service. Then, back it up with solid proof. This engages the right part of the brain (the limbic brain) first, then gets the influencers (emotion and logic) to stop by and agree.

You can't fight the speed of change and the dynamics driving commoditization. You can, however do what's necessary to separate yourself. You will win the room by winning the brain. When you harness the process, speed and emotion that drive decisions, you will find your firm winning more of those projects you rightfully deserve!

Bryan Gray, Revenue Path Group (RPG) CEO, helps firms integrate the latest in brain science with a proprietary persuasion-based messaging model and creative solutions to help organizations leverage their Convincing Advantages™ to drive superior results. Bryan has previously led two businesses to the Inc. 500 list of fastest-growing companies. You can reach Bryan at Bryan.Gray@revenuepathgroup.com or 317-490-9425.

Jeff Echols, Assoc. AIA, leads Revenue Path Group's architectural efforts, helping seller/doer teams to get the right messaging, selling tools, training and talent analytics that help them win more projects at higher fees. You can reach Jeff at Jeff.Echols@revenuepathgroup.com or 317-408-4322.

(Return to the cover of the PM Digest: Presentation Strategies)

Best practice

Why PowerPoint doesn't have to suck: 10 tips for better presentations

Chapter 6.03 Public Relations and Communications

By Bill Schmalz, FAIA, CSI

Summary

Are your PowerPoint presentations capturing the attention of your audience members or putting them to sleep? This best practice offers ten simple tips on creating compelling PowerPoint presentations that will keep your audience interested in what you have to say.

Introduction

If you're reading this from a computer, here's something you can try: on your search engine, type "Why PowerPoint sucks." You'll probably get more than 450,000 hits on Google and the only thing surprising about this will be that the number wasn't higher. For years, many articles have been written full of complaints around PowerPoint's inadequacies. Yet, when Microsoft released PowerPoint in 1990[1], it quickly (and globally) replaced 35mm slides, printed boards, and overhead projectors as presenters' primary visual aid, for several good reasons: First, what it can do graphically far surpasses the visual aids it replaced. Second, most people can easily master enough basics to become adept in its use (even though it has more features than most of us can comprehend). And third, it does something near and dear to every architect's heart: It allows us to make changes up to literally the last second. So why do so many people hate PowerPoint? What's going on?

Actually, there's nothing wrong with PowerPoint in itself[2]. The problem is how it's used. You may not be an expert presenter, perhaps not even average, but you are likely a terrific audience member. You know what captures your interest and what bores you, what you can and can't see from the back of a large room, and what you can consume on a single slide for the few seconds it's on the screen.

10 simple tips

The following 10 simple tips for creating more effective slide shows, are written with the expert audience member in mind:

1. Use no more slides than necessary.[3] Once your audience sees you're padding the show, the cell phones come out for email checking. When reviewing your draft slide show, ask yourself about each slide, "What if I remove it? Have I lost anything essential?"
2. Each new slide should provide just one new piece of information. Don't overload your audience with too much information at once. If it's worth showing to your spectators, it's worth letting them absorb it.
3. Use the least amount of text you can get away with. Try using no more than 10 words on a slide—a hard target to hit but fruitful it can be reached. Make sure that you as the speaker repeat the words on the slide. You can, and probably should, say more than what's on the slide, but don't confuse your audience by saying something different.
4. Check the basics: spelling, grammar, and punctuation. Don't assume your spell checker will catch all the mistakes. There is no easier way to turn off audience members than by writing "principals" when you meant "principles." And if you have to use acronyms, make sure the audience knows what they stand for.
5. Unless you're presenting to a small group of people sitting at a table, use a font size larger than what you think is appropriate. Many spectators, even those with glasses, can't read small text from a distance, so you're better off erring on the side of too large rather than too small.
6. Speaking of text readability, make sure your font colors and background colors aren't fighting each other. Black text on a red background, or white text on a yellow background, may look cool on your computer monitor, but it's unreadable when projected.
7. Use surprising and, where appropriate, humorous graphics. Avoid images grabbed from the Internet that audiences have seen dozens of times. Find images that your spectators don't expect. Surprise them and jar them to attention.
8. Avoid tables and charts unless they are exceedingly easy to comprehend on first glance. If your audience members struggle to understand the tables and charts, they'll give up (in other words, time to check emails). If you have to share complex information, supplement your presentation with handouts.
9. Don't try to pack everything you know about a topic into a presentation. Only show what you think the audience needs to know. Leave something for post-presentation questions.
10. Emphasize the important stuff, the things you want the audience to remember. Most spectators will remember maybe five of the things you say, so make sure they are the five things you want them to remember.

What these 10 points add up to is simple: Make it easy for the audience. If "the reader is always right" is our motto for writing, then "the audience is always right" should be our motto as presenters[4]. Keep in mind that, as presenters, we are facing one of the most powerful forces in the universe: drowsiness. We should assume that half of our audience members did not get enough sleep the night before, and often are either hungry or have just eaten. Try as they might to pay attention, drowsiness is doing everything it can to take over. Our challenge as presenters is to battle drowsiness for our audience's attention.

Think like a spectator

Perhaps we, as presenters, are thinking, "So what if they sleep. It's their loss." Well, it's our loss too. After all, why are we presenting? To demonstrate our expertise? To show off what we know? I hope not. Our goal as presenters should be to engage our audiences, to share some of what we know so they know it too.

We are all, every one of us, expert audience members. As such, while reading this list, you were probably thinking, "Well, of course. This is all so obvious." As audience members, it is obvious to us. But when we change our role from spectator to presenter, many of us forget what we as spectators know, and what it's like to be trying to make sense of a presentation. Since most of us spend way more time being in audiences than being presenters, thinking as an audience member ought to be easy, but it isn't. However, if, when creating our presentations, we think not as presenters but as spectators, our PowerPoint shows are far less likely to suck.

Footnotes

1. PowerPoint has been with us even longer if you count its predecessor, "Presenter," which was developed for MacIntosh computers by Forethought, Inc., in the mid-'80s. It was renamed PowerPoint in 1987, before the company was bought by Microsoft.
2. Other than that annoying upper-case P in the middle of the name.
3. Slide: every time something changes on the screen. A "slide" that has six elements that appear sequentially is defined, for the sake of this article, as six slides.
4. "The reader is always right" comes from Patricia O'Connor's book Woe Is I.

About the contributor

Bill Schmalz, FAIA, CSI, is a principal with the Los Angeles office of Perkins+Will. He is the author of the book *The Architect's Guide to Writing* and a contributing author for the latest edition of *The Architects Handbook of Professional Practice*. He has also sat through way too many bad PowerPoint presentations.

Feedback

Build Best Practices by contributing your experience. Contact us with your feedback or ideas for an article.

Email us >

This is not your typical architecture firm, and that's by design

network.aia.org/practicemanagement/blogs/seth-anderson/2018/03/27/this-is-not-your-typical-architecture-firm-and-tha

By Rich Friedman

When a downturn strikes, it can be tempting to take whatever work is available to keep the doors open. For a smaller firm in a competitive market, that can be a matter of survival. In this article, we talk to one firm that made a different, bolder choice: to double down on serving one client type as thoroughly as possible. As a result, the firm not only survived the downturn, it grew exponentially during the lean years.

How it happened

Today, 250-person Huckabee, Inc. (Fort Worth, TX) is celebrating its 50th anniversary as a highly profitable, debt-free firm and a sought-after thought leader in Texas' K-12 schools market. The firm has more than quadrupled its staff in that time, and in 2016 was named by *ENR* as the top educational design firm in Texas. It's also been recognized as one of the industry's best places to work (and not just for the barista in their Fort Worth office).

But in 1999, Huckabee was a 35-person pure architectural firm serving local school districts when one longtime client approached the firm to manage its bond program. It was something they'd never done.

"I initially refused. I tried to convince him not to hire us, but the client insisted," recalled CEO Chris Huckabee. Eventually, they said yes and went on to manage several successful bond programs. "The client hired us because they knew us and trusted us to solve their problems. This taught me to put my ear to the ground and it set us on the journey of asking, "What else do our clients need?".

That question has been a game changer. Founded by Chris' father Tommie Huckabee as a West Texas educational architecture firm in 1967, the firm has stayed true to its specialty and mission. But it's also branched out by designing creative solutions to the problems that keep its clients up at night, even when they're not design problems.

More than architects

That willingness to step out of the architecture box fueled a mindset shift that changed the culture of the firm.

"During the economic downturn we said, what are our client's challenges and how do we best solve them. We committed to staying true to our vision for serving educational clients and it proved to be successful" says Huckabee.

It started by building a political consulting team to make bond program management a regular offering, one that includes communications strategy, branding and media training.

“Overnight, we went from struggling to having a 100% pass rate with bonds,” says Huckabee. “We developed a team that understands how to communicate the need and help our clients get their message across to the community.”

Soon came assessment software to help clients to gather data, which the firm owns and stores for them. Then came additional offerings such as technology design, and safety and security services such as audits and active shooter training. They’ve hired economists, demographers, communication strategists and police officers. Through a partnership with Baylor University, the firm also operates a learning experience lab (The LExLabs) where it conducts and publishes research on how learning environments impact student engagement and achievement. The Huckabee of today aims to handle as much as possible for the majority of its clients—from assessments and planning to bond issues and finally, design and construction.

It’s a business and service design strategy that delivers long-term client relationships and premium fees that reflect an expert-level, full-service experience. Mostly, the firm has built in-house teams as they’ve added new services, although they’ve also created local partnerships for engineering services such as civil and MEP, which their clients often prefer to be local.

Huckabee’s revenue grew by 90% in 2014 and 2015, and today about half comes from architectural design. Moreover, the firm has carved out a clear niche in the Texas educational market as a K-12 thought leader, thinking partner and turnkey problem-solver.

A culture of learning

Chris Huckabee says his firm is not just passionate about education, they are a collection of life-long learners themselves. The firm’s ambassador program—which assigns a principal with no day-to-day ties to their project to meet a few times a year with each client— has helped build the habit of listening and learning. While these conversations are documented after the fact, ambassadors are encouraged to just show up and ask good questions.

“Our principals know how to have a conversation,” says Huckabee. “They ask how we are performing, what we could do better and what else they need help with. We find that our value comes from being that thinking partner for our clients. We try to think through solutions for them, even if it’s not us who can solve it. We don’t think about this in terms of getting a project out of it because there will be plenty of projects if we do that job right.”

Principals and department heads are also encouraged to mastermind together through a standing agenda item at the Friday leadership meeting called “Collective Wisdom.” It’s a safe space to share challenges, thoughts, comments from clients, problems that need solutions—anything that benefits from the group mind, says Huckabee. “We have some lively discussions,” he says. “Everyone’s voice is welcome at the table; we do not have to agree. And someone always has a good idea.”

It’s that culture and the firm’s educational mission that has allowed it to grow, innovate and easily attract new talent, says Huckabee. By keeping an eye on profit, they’ve also been able to invest in fun employee perks, enviable office environments and create a foundation that has given more than $2 million over 10 years to causes chosen by its staff.

All the while, Huckabee’s creative service design has remained laser-focused on Texas public education, organically opening offices where clients take them. For now. They’re currently having healthy strategic planning debates about how their focus on learning environments might expand in the future.

“You have to find what you are absolutely passionate about, whether that’s a market or a way of doing design— and that becomes the hallmark of your firm,” he says. “We bought into the idea that being a specialist is healthy for a firm. Not everyone will agree, but it has been very successful for us.”

How is your firm innovating with client-focused service design?

Rich Friedman is President of Friedman & Partners, which helps A/E/C firms craft and implement growth strategies through market research; strategic market planning; market positioning and PR strategy/implementation; business development consulting and training; mergers and acquisitions research and outreach; strategic-level retained executive search, and organizational and leadership development consulting. Rich can be reached at rich@friedmanpartners.com.

(Return to the cover of the PM Digest: Presentation Strategies)

We built a new web site and this is what we learned

By Rich Friedman

Friedman & Partners is proud to share our brand-new web site with you: www.friedmanpartners.com. However, instead of sending an announcement, I want to share our process, and offer five takeaways that you can put to work in your own firm's marketing efforts.

Over the last several years, Friedman & Partners has evolved and expanded service offerings, amassing a broader portfolio of consulting and executive coaching on growth strategies for AEC and environmental consulting firms. Like many firms, our web site has been slow to keep up and was not communicating that as well as it could. It was time for a reboot.

Since Friedman & Partners has been involved in marketing content strategy and development for many years, I've seen firsthand the challenges and roadblocks that arise with branding, marketing and web site development. So, it was an interesting experience to sit on the other side of the fence. Here's what I learned:

Lesson One: Opportunity costs are real, and even those of us who know this can be tempted to overlook them.

For every hour that a CEO, seller-doer or highly billable technical expert spends in the weeds of marketing content development, they are giving up an hour doing their most critical work. I see firm leaders do this all the time, and yet, given my background, it was still tempting to add writing web content and managing the project to my plate. However, that decision would have come with serious opportunity costs. Instead, I took a more hands-off approach, and brought in an experienced colleague, Sally Anne Giedrys of Artisan Communications, to guide content strategy and development, liaise with designers and keep the project moving. That allowed me to provide content through interviews, provide resources, review progress and remain focused on the work that only I can do.

Lesson Two: Truly identifying and leveraging your firm's strengths and differentiators requires objectivity and new perspectives.

Outside perspective is critical when trying to articulate your firm's true differentiators. Without it, most firms default to touting great service and high-quality work, leaving them sounding just like the competition. One tool we used to get a read on this is the Fascination Advantage Assessment®, a personal brand assessment for individuals and teams that is designed to help clarify how you show up in the world so that you can leverage your natural points of effectiveness. This tool was particularly eye-opening because it validated and expanded on what I knew about my own leadership and client service style and how Friedman & Partners does business. It also sparked new language to articulate those differentiators and ideas about the visual style that would fit our brand.

Lesson Three: Clients do not read minds. One of the more important roles that your web site should play is to help clients understand the many ways in which you can help them.

Our new site had to more effectively communicate how we help companies devise and implement a variety of growth strategies, as well as our unique approach to doing that. We wanted to be clear that our sweet spot is not crafting the 20,000-foot high-level strategic vision or focusing narrowly on business development, it's partnering with firms as they formulate strategies to execute a growth vision and successfully implement them.

To do that, we spent time upfront getting clear on messaging, positioning and how we do what we do. We also drilled down in the Services web pages to identify all consulting, coaching, training and speaking offerings and how they tie together. It was equally important that we speak with a voice and personality that honestly reflects what it's like to work with us. By the time that we moved on to design and technical decisions, our design/development team had close-to-final content and a solid idea of what we wanted to achieve.

Lesson Four: A system for collecting client feedback is invaluable for improving project delivery. It's also priceless in helping communicate effectively to potential clients.

We practice what we preach in conducting client research and gathering feedback from clients to learn about their needs and experiences. This paid off in that, when it came time to develop the web site, we already had a foundation of actual client language and experience to reference. We knew, in their own words, what they value, what they're looking for, and what they identified as highlights of their client experience. This saved time since we didn't need to collect that data, but since it was gathered over time, it also provided a more accurate picture of our market.

Lesson Five: You don't always need to reinvent the wheel.

Another lesson learned—and one where I've seen many firms get stuck— is that you don't always need to reinvent the *whole* wheel. In keeping with the marketing philosophies that we espouse at Friedman & Partners, we took a good hard look at our existing content and the thought leadership we've built in 10 years of writing *The Friedman File*. Much of that was repurposed or enhanced for the new site, alongside new content. More recently, we've been using LinkedIn as a repository for newer content and client success stories. Now, that's been integrated into the web site.

We also knew how readers like to interact with this newsletter. Some of you share our articles with your colleagues, send us feedback and ideas, save articles to refer back to, or write us wanting to know more. So, we've reinvented the section of our web site that houses *The Friedman File* with that in mind. Articles are now archived in a way that is easily searchable, categorized by topic and shareable. That article on BD that gave you an idea or the case study that would now be relevant to your management team? You can find it all here-- http://www.friedmanpartners.com/the-friedman-file/ -- and bookmark it for easy reference.

I hope you'll take a moment to stop by our new site and have a look around. I'd also love to hear what you've learned from your most recent web site redesign.

Rich Friedman is President of Friedman & Partners, which helps A/E/C firms craft and implement growth strategies through market research; strategic market planning; market positioning and PR strategy/implementation; business development consulting and training; mergers and acquisitions research and outreach; strategic-level retained executive search, and organizational and leadership development consulting. Rich can be reached at rich@friedmanpartners.com.

(Return to the cover of the PM Digest: Presentation Strategies)