

Manage business development in design services

Overview

This unit is concerned with developing the business. It is about reviewing your current practice and exploring how this can be developed.

You must have knowledge of market research, and be able to show how your analyses have informed your business development plans. It is about making the best use of client and customer relationships. You must be able to demonstrate your procedures for engaging with clients/customers, and show that these have resulted in improvements in your services.

It is about marketing. You must have knowledge of marketing and promotion strategies and show how their applications have enhanced your business.

Performance criteria

You must be able to:

Identify and resource the research and development of new services to meet market needs

- 1 review the organisation's operations and evaluate its strengths and weaknesses to compete in potential markets
- 2 identify appropriate and realistic market areas for the organisation and summarise the information accurately
- 3 analyse the demand for and type of new products and services within the identified market areas
- 4 identify opportunities to use new technologies, materials and techniques to meet identified market needs
- 5 calculate the resources needed accurately and allocate sufficient resources for the development of new products and services
- 6 negotiate additional resources in cases where existing resources are insufficient to meet development costs
- 7 select new and innovative products and services for development which are based on a realistic evaluation of the organisation's business policy

Develop and maintain a policy to maximise client and stakeholder satisfaction

- 8 summarise and analyse appropriate market research and assess realistically the type and quality of services clients and stakeholders will need
- 9 ensure that a clear and realistic client and customer care service policy is developed and is justified and agreed with decision makers
- 10 ensure that a code of conduct is developed for a client and stakeholder care service which summarises the organisation's agreed policy and is circulated to all the workforce
- 11 ensure that an appropriate client and stakeholder care service system is developed and introduced which will meet the service needs
- 12 ensure that systems for obtaining client and stakeholder feedback are developed and introduced and monitored regularly for both positive and negative feedback
- 13 summarise positive client and stakeholder feedback and circulate it to decision makers
- 14 summarise and investigate negative client and stakeholder feedback and ensure that all individual complaints and cases are resolved promptly
- 15 ensure that regular summaries of client and stakeholder complaints, the action taken, including recommendations for future action, and the summaries

are circulated to decision makers

Establish and monitor a marketing strategy and corporate image

16 evaluate the present image and reputation of the organisation with the target audience and identify the potential client base

17 develop and agree a corporate image which reflects the function and purpose of the organisation

18 ensure that an information gathering system is developed to support the development of marketing and promotion strategies

19 identify potential new business opportunities and pass the information on to decision makers

20 research and identify factors which will influence the target audience

21 evaluate marketing and promotion options and develop a clear and relevant strategy which can make a significant impact on the target audience

22 choose methods, media and techniques for the marketing and promotion of the organisation which are consistent with the corporate image

23 ensure that a programme and budget to deliver the agreed marketing and promotion strategy is negotiated, agreed and implemented

24 ensure that marketing and promotion material is circulated to people who will have an interest

25 monitor the marketing and promotion strategy regularly, review the impact and make modifications which will improve market presence and penetration

Knowledge and understanding

You need to know and understand:

Identify and resource the research and development of new services to meet market needs

- 1 how to review the organisation's operations (analysis)
- 2 how and why to evaluate the organisation's strengths and weaknesses to compete in potential markets (evaluation)
- 3 what to identify as appropriate and realistic market areas for the organisation (understanding)
- 4 how to summarise information about appropriate and realistic market areas for the organisation (application)
- 5 how and why to analyse the demand for and type of new product and services within the identified market areas (analysis)
- 6 what to identify as opportunities to use new technologies, materials and techniques to meet identified market needs (understanding)
- 7 how to calculate the resources needed accurately (application)
- 8 how to allocate the resources needed for the development of new product and services (application)
- 9 how and why to negotiate additional resources in cases where existing resources are insufficient to meet development costs (synthesis)
- 10 how and why to select new and innovative product and services for development which are based on an realistic evaluation of the organisation's business policy (evaluation)

Develop and maintain a policy to maximise client and stakeholder satisfaction

- 11 how to summarise appropriate market research (application)
- 12 how and why to analyse appropriate market research (analysis)
- 13 how and why to assess the type and quality of services clients and stakeholders will need (analysis)
- 14 how to ensure that a clear and realistic client and customer care service policy is developed, justified and agreed with decision makers (application)
- 15 how to ensure that a code of conduct is developed for a client and stakeholder care service which summarises the organisation's agreed policy and is circulated to all the workforce (application)
- 16 how to ensure that an appropriate client and stakeholder care service system is developed and introduced which will meet the service needs

(application)

17 how to ensure that systems for obtaining client and stakeholder feedback are developed and introduced and monitored regularly for both positive and negative feedback (application)

18 how to summarise positive client and stakeholder feedback (application)

19 how to circulate positive client and stakeholder feedback to decision makers (application)

20 how to summarise negative client and stakeholder feedback (application)

21 how and why to investigate negative client and stakeholder feedback (analysis)

22 how to ensure that all individual complaints promptly and cases resolved (application)

23 how to ensure that regular summaries of client and stakeholder complaints and the action taken, including recommendations for future action and summaries are circulated to decision makers (application)

Establish and monitor a marketing strategy and corporate image

24 how and why to evaluate the present image and reputation of the organisation with the target audience (evaluation)

25 what to identify as the potential client base (understanding)

26 how and why to develop a corporate image which reflects the function and purpose of the organisation (synthesis)

27 how and why to agree a corporate image which reflects the function and purpose of the organisation (evaluation)

28 how to ensure that an information gathering system is developed to support the development of marketing and promotion strategies (application)

29 what to identify as potential new business opportunities (understanding)

30 how to pass on information about potential new business opportunities to decision makers (application)

31 how and why to research factors which will influence the target audience (analysis)

32 what to identify as factors which will influence the target audience (understanding)

33 how and why to evaluate marketing and promotion options (evaluation)

34 how and why to develop a clear and relevant marketing and promotion strategy (synthesis)

35 how and why to choose methods, media and techniques for the marketing and promotion of the organisation which are consistent with the corporate image (evaluation)

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- 36 how to ensure a programme and budget is negotiated and implemented to deliver the agreed marketing and promotion strategy (synthesis)
 - 37 how to ensure that marketing and promotion material is circulated to people who will have an interest (application)
 - 38 how and why to monitor the marketing and promotion strategy (analysis)
 - 39 how and why to review the impact of the marketing and promotion strategy (analysis)
 - 40 how to make modifications to the marketing and promotion strategy which will improve market presence and penetration (application)

Scope/range

Identify and resource the research and development of new services to meet market needs

1 The organisation's operations:

1.1 new and innovative services, and processes (benefits and features)

1.2 information management systems (Building Information Modelling, Customer Relationship Management (CRM), & Enterprise Resource Planning (ERP))

1.3 customer requirements

1.4 communications with potential customers

1.5 communications with partners

1.6 legal requirements

1.7 past and future negotiations

1.8 recording systems

1.9 specifications

1.10 pricing agreements

1.11 time schedules

1.12 quality

1.13 identification of competitors

1.14 target markets

1.15 training and certification

2 Strengths and weaknesses:

2.1 market share

2.2 scope of products and services

2.3 availability of resources

2.4 working practices

2.5 productivity

2.6 profitability and cost factors

2.7 corporate values

2.8 environmental impact

2.9 socio-economic factors

2.10 ability to innovate

2.11 efficiency of systems (including information technology)

2.12 product life-cycle

2.13 understanding of clients' needs

2.14 standardisation

2.15 competence of staff

3 Analyse - methods:

3.1 feasibility studies

3.2 SWOT (strengths, weaknesses, opportunities and threats)

3.3 feedback

4 Products:

4.1 raw materials

4.2 materials and components

4.3 systems

5 Services:

5.1 design

5.2 finance

5.3 build

5.4 operate

5.5 research, development and innovation

5.6 technological

5.7 consultation

5.8 advisory

5.9 project management

6 Resources:

6.1 people (knowledge, training, competence)

6.2 plant and equipment

6.3 materials

6.4 sub-contractors and suppliers

6.5 partners

6.6 external services

6.7 financial resources

6.8 accommodation

Develop and maintain a policy to maximise client and stakeholder satisfaction

7 Clients and stakeholders:

7.1 individuals

7.2 external organisations

7.3 departments or teams

8 Client and customer care service:

8.1 quality

8.2 timescales

8.3 cost

8.4 communication and involvement in decision making

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- 8.5 conduct
- 8.6 pre-contract
- 8.7 post-contract
- 8.8 after care

9 Code of conduct:

- 9.1 relationships with clients
- 9.2 statutory rights and the organisational response
- 9.3 operational expectations and performance
- 9.4 business ethics
- 9.5 environmental responsibility

Establish and monitor a marketing strategy and corporate image

10 Present image and reputation of the organisation:

- 10.1 market share
- 10.2 scope of products and services
- 10.3 availability of resources
- 10.4 working practices
- 10.5 productivity
- 10.6 profitability and cost factors
- 10.7 corporate values
- 10.8 environmental management
- 10.9 respect for people
- 10.10 competence of staff
- 10.11 socio-economic factors

11 Information gathering system:

- 11.1 organisation sources
- 11.2 external sources
- 11.3 customer feedback
- 11.4 specialists
- 11.5 market research

12 Marketing and promotion:

- 12.1 branding
- 12.2 sponsorship
- 12.3 publications
- 12.4 relation with press and media
- 12.5 advertising policies
- 12.6 formal and informal client and customer relations
- 12.7 presentations

12.8 e-commerce

13 Potential new business opportunities:

13.1 products and services

13.2 developments and projects

13.3 customers and markets

14 Monitoring - criteria:

14.1 market share

14.2 levels of resource allocation

14.3 profitability

14.4 reputation and image

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