



# DAG KNUDSEN

WINNING BY DESIGN  
NOT BY CHANCE



An International Learning Consultant was asked by one of Dag's clients to review his seminar materials.

About Client Account Analysis he wrote:

*“Mr. Knudsen’s videos are some of the very best I have seen. He is an excellent speaker and a good illustrator.”*

About Winning Presentations he said:

*“As before, this is an excellent video. Mr. Knudsen’s handling of the materials and his graphics are superb. There is a great deal to be learned here.”*



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REALITY CHECK

Business Development is getting more challenging because...

- *Your market is changing!*
- *Your competition is changing!*
- *Your clients are changing!*

And You?  
What are you changing?

Shouldn't Your Business Development Approach Change Too—if You Want to Succeed in Today's Tough Business Climate?

- *The success of your business depends on you winning profitable work in a timely fashion and attracting and keeping competent technical talent.*
- *—But competition is getting fierce both for work and for people. Large firms are entering your markets. Out-of-state and even overseas firms are competing in your backyard.*
- *Smaller firms are entering your markets and pushing their low costs.*
- *Clients cannot differentiate among competing shortlisted firms.*
- *Price bidding is becoming the norm and your clients increasingly select the low-price proposal.*
- *Your business is becoming a commodity.*
- *The fun of running a professional services organization where respect and trust and technical competence are valued are replaced with price-bidding, litigation and endless proposal writing with lower and lower win rates.*

*So—how can you favorably differentiate yourself from the field of competitors in order to stand out as the preferred technical professional, and be recognized and retained on the basis of your value and not just your fee?*

*This is where my program will help you!*

*“By far the best thought out, well organized sales approach I’ve seen! (Better than Xerox, Carnegie, Hy Silver, etc.)”*

*-Environmental Engineer,  
Holmes & Narver*

*“Ranks in top 5 courses taken at college, post grad., professional development levels. Methodology/ disciplined approach applicable to a gamut of presentation topics.”*

*Director, Business Development,  
MWH Americas, Inc.*

THE SOLUTION

DAG KNUDSEN'S training gives you a notably effective approach to BUSINESS DEVELOPMENT which...

1. Positions You for a Win Before RFP/RFQ is Issued
2. Helps You Learn Your Clients' Real Needs
3. Enables You to Effectively Communicate Your Value
4. Helps You Win at the Right (Not Necessarily Low) Price
5. Helps You Control and Manage Your BD Efforts
6. Improves Your Staff's BD Effectiveness

You can win by Design and not by Chance when you apply Dag Knudsen's Business Development Principles, as reflected by the equation:

**Proactive Positioning**  
+  
**Selective Pursuits**  
+  
**Persuasive Communication**  
  
**leads to**  
**Winning By Design**

The DVD-based lectures provide the structure and content to help you implement the proven, practical principles that can dramatically improve the success of your company. This program is created for engineers, scientists, architects, and construction professionals in private practice.

*When you proactively pursue selective opportunities and persuasively communicate your value-added, your win rates go up and corporate growth happens.*

*In PROACTIVE POSITIONING you will learn how to become strongly positioned as the preferred firm by...*

- \* *running business development as a project with plans, goals, schedules, deliverables, record-keeping and feedback*
- \* *analyzing your clients in order to understand whether you are positioned for a win*
- \* *developing focused sales action plans for specific opportunities*
- \* *understanding how people make decisions and how to use this knowledge in your communications*

*In SELECTIVE PURSUITS you will learn how to replace the common, non-productive Go, No-Go decision criteria with a simple, but profound\* decision approach.*

*In PERSUASIVE COMMUNICATIONS you will learn...*

- \* *Communication barriers that must be overcome*
- \* *Why cue-note type bullet-charts work against you*
- \* *How to create an audience-centered message*
- \* *How to design and deliver winning interview presentations and proposals*
- \* *How to communicate the value of your fee*
- \* *How you can apply this knowledge to any technical communication*

\* "profound" as stated by Dag's clients

*"This is the best professional training seminar I have ever attended."*

—Project Manager,  
HDR Engineering

*“If we don't understand what is important to the client, our extensive preparation is for naught.”*

—Seminar participant after learning  
what to communicate, and how.

*"One of the most valuable seminars I've taken. Has application in all aspects of engineering/consulting."*

—Project Manager,  
Metcalf & Eddy

PROACTIVE POSITIONING

Your marketing program has positioned your firm in your target market(s). This, however, is not enough. Waiting for an RFP to show up in your mail is not effective business development.

**Effective Positioning Involves Marketing and Sales Functions**

Business Development Functions	
MARKETING	SALES
Positioning In The Market	Positioning In The Client's Mind
	
Maximize Fit Between Company and Target Environment	Maximize Fit Between Company and Target Individual Decision Makers

Instead, highly successful firms use a planned program of activities that seeks to maximize the fit between their company and the targeted individual decision makers.

Understanding how your clients view their particular situation enables you to meet a client's technical and personal needs.

You can now differentiate yourself from your competitors and win.

Lecture titles:

Proactive Positioning Requires Treating Business Development as a Project (13 minutes)

CPR of business Development (57 minutes)

- 1. Proactive Positioning
- 2. Business Forecasting
- 3. Call Plans and Record Keeping

Client Account Analysis (1 hour, 43 minutes)

- 1. Decision Making Styles
- 2. The Account Analysis
- 3. Sales Action Plans
- 4. Record Keeping

Making Client Contacts (46 minutes)

- The Value Call
- Interviewing Clients

Client comments indicate the importance of conducting the Client Account Analysis for every pursuit:

“As a result of the training we discovered ‘ignored’ members of a client organization, contacted them as a result of the action plan we had to make in the seminar, and landed a couple of \$100,000 sole source contracts.”

“We would have lost this job if it hadn’t been for the account analysis. It helped us identify our weaknesses and our strengths. As a result, we were able to leverage our strengths, especially the use of our ‘Advocate,’ and shore up our weak spots.”

“I didn’t realize how poorly I knew my client.”

“Very practical, helpful, and logical approach to managing potential work opportunities and ongoing relationships.”  
—Project Manager, Barr Engineering

“Our proposal would’ve looked greatly different if we’d done this analysis first.”  
—Seminar participant after doing the Client Account Analysis.

“A kick in the seat to get us moving on client positioning with tools to give confidence.”  
—Client Service Manager, CH2M HILL

**SELECTIVE PURSUITS**

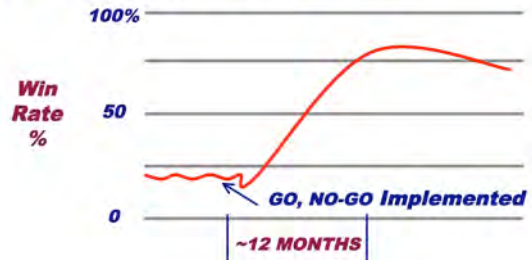
Productive Go, No-Go criteria should help to eliminate wasted time; prevent the tendency to pursue every business opportunity showing up in your in-basket; facilitate pro-active business development activities; and help you be in charge of your own destiny (i.e. win the projects you want).

This short lecture presents a solution to the problems inherent in the commonly used go, no-go decision processes. In the common process you identify a set of criteria against which you evaluate each business opportunity. Your decision is GO if your score exceeds, for example, 60%.

The problem is that you can justify any pursuit with this approach, often resulting in low win-rates.

**Lecture title:**  
**Strong GO, NO-GO Criteria Enable Productive Pursuits (11 minutes)**

**Experience Demonstrates Value Of These GO, NO-GO Criteria**



*‘Profound’ is a description my clients have used to describe this process. Those who use my Go, No-Go criteria experience dramatic rise in win rates as can be seen in the graph which represents actual results achieved by one of my clients.*

*The curve trends down after reaching 75% because this client was so successful that they had to add untrained staff with resultant slight loss in effectiveness.*

*“Great stuff. It works!”  
Proposal Manager, MWH*

**“It is stunning in its simplicity and power.”**  
—Senior Officer, MWH

*“This is revolutionary! It should make a significant impact on our win-rates.”  
—Construction Engineer,  
The Weitz Company*

PERSUASIVE COMMUNICATION

Excellent and persuasive communication has certain requirements. These lectures address these requirements...

- 1. Excellent communication is concise.**  
...so how do you determine appropriate levels of detail and focus your message for maximum impact?
- 2. An excellent presentation and proposal has a strong and logical continuity.**  
...so how do you come across as lucid and persuasive, and determine the logical order of the persuasive message?
- 3. An excellent presentation and proposal supports its arguments with forceful graphics.**  
...so how do you design visuals that bring home a point?  
How do you present them so they won't overwhelm the audience, and that facts will be remembered?
- 4. An excellent presentation and proposal uses selected facts specifically directed at buyer's interest.**  
...so how do you match the content to the audience's interest, personal agenda, biases and perceptions?
- 5. An excellent presentation ensures professional delivery by any level speaker.**  
...so how do you make sure your professional staff communicates effectively, and how do you help inexperienced speakers come across with trust and confidence?
- 6. An excellent presentation and proposal drives to a productive conclusion....a contract.**  
...so how do you win client trust and confidence, help them remember you, and win the client's approval—the YES vote?



Ineffective communication is a fundamental reason for poor sales effectiveness.

Lecture titles:

Communication Challenges (45 minutes)

Winning Interview Presentations (5 hours, 24 minutes)

Introduction and Overview

Ch. 1 Visual Aids

- Effective Visual Aids
- Cue-Note Type “Bullet-Charts”—a No-No
- Hints For Best Results

Ch. 2 Creating Favorable Audience Response

Ch. 3 Creating Audience Centered Presentations

Ch. 4 Organizing Presentations

Ch. 5 Storyboard Techniques

Ch. 6 Winning Proposals

Conclusion

You're Shortlisted! You're Qualified! But Your Price is High! Now What? (48 minutes)

Case studies (total time 3 hours, 45 minutes)

Case Study 1:

The Importance of Persuasion in Engineering Communication

Case Study 2:

Qualification Based Selection of Design Professionals

Case Study 3:

Voting Methods: An example of technical presentation design

“Excellent, useful, relevant, motivating.”  
—Construction Manager, Pizzagalli Construction Co.

“I was impressed with Dag’s Theme-Modular Process to develop presentations/proposals. The process can simplify/dissect the most complex proposals into easy steps and potentially win over the most demanding clients.”  
—Senior Project Manager, HDR Engineering.

“Very good! I have seen a lot of seminars. This one was one of the best.”  
—Marketing Vice President, Ayres Associates

# Winning by Design, Not by Chance

## DAG KNUDSEN HISTORY OF EXPERIENCE AND RESULTS

Extensive (40+ years) business development and sales experience in private practice AND in private industry.

### Professional recognition:

- \* Elected to the College of Fellows of the American Council of Engineering Companies for his "achievement of distinction in the nation's largest consulting engineering organization."
- \* Recipient of "The Tom Roche Motivation Award" for his long term contribution to the American Council of Engineering Companies/MN.
- \* Recipient of the President's Award "in recognition of the significant contribution of time and effort for the benefit of the American Council of Engineering Companies/Minnesota."

### Highlights which show extensive engineering centered business development experience:

- \* Engineering graduate of Oregon State University in 1966
- \* Ten years with various positions in the Marketing & Sales Department of Leeds & Northrup Company
- \* Ten years as principal and co-owner of EMA, Inc. a management and consulting engineering firm
- \* Principal owner of Dag Knudsen, Inc. since 1985

### Current and past memberships demonstrate involvement:

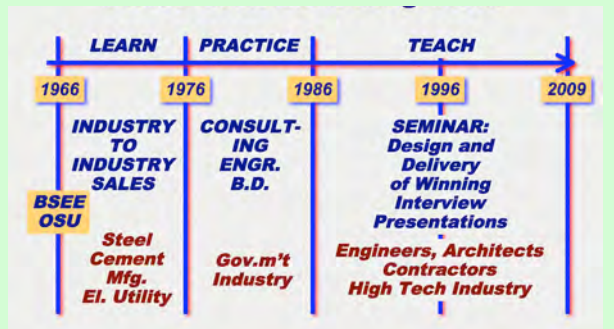
- \* Water Environment Federation, its Technical Practices Committee
- \* Institute of Electrical and Electronics Engineers (Sr. Mbr)
- \* American Council of Engineering Companies-various committees and assignments
- \* Consulting Engineers Council of Minnesota, Member of its Board of Directors (1988-1990). Active in committees.
- \* Chair and board member of the Minnesota Coalition for Qualification Based Selection
- \* National and Minnesota Society of Professional Engineers

### Authorship:

- \* Author/co-author of 12 technical and numerous business development papers, published in proceedings in U.S. and abroad. Contributor to two books.

### Presentations:

- \* Frequent presenter on technical and business development topics at ACEC (national and local), SMPA (national and local), APWA, WEF, NSPE (national and local), National Institute of Governmental Purchasing, FIDIC (Fédération Internationale Des Ingénieurs Conseils), and at overseas conferences.
- \* Native of Norway



Dag's sales and marketing career is divided into learning, practicing, and teaching periods.

In 1966 he graduated from Oregon State University with a BSEE. He spent 10 years in industry-to-industry sales, then 10 years in consulting engineering before he started to teach his flag-ship Winning Presentations seminar.



In his learning years Dag participated in achieving up to 70% market share in custom high-end automation systems. This experience formed the foundation for his practicing years during which he participated in producing win-rates in the range of 60 to 79.6% and creating a new market with 60%± market share.

To date, Dag's clients continue to report outstanding results when they practice what he now teaches, as indicated by the quotes in the right hand column of the graphic.

"Absolutely the best professional training I have attended."

—Environmental Manager,  
Earth Tech

"Dag Knudsen is a training icon well worth our investment in time and money."

—Client Service Manager, Malcolm Pirnie

"This was the absolute best seminar I have attended that provides immediate solutions."

—VP Operations,  
Hoffman Construction



## Winning by Design, Not by Chance

### ***DISTINGUISHED CLIENTS*** **A SAMPLE LIST OF REPEAT CLIENTS**

Michael Baker Corporation, Inc.  
Barr Engineering, Inc.  
Bonestroo Engineers and Architects  
Braun Intertec  
Boyle Engineering Corporation  
Brown & Caldwell  
Camp, Dresser & McKee  
Carollo Engineers  
CH2M HILL  
Earth Tech  
EMC Corporation  
EMA, Inc.  
Figg Engineering Group  
Gannett Fleming, Inc.  
Greeley & Hansen  
Haley & Aldrich  
Hatch Mott MacDonald  
Hazen & Sawyer, Inc.  
HDR Engineering, Inc.  
Hoffman Construction Company  
Holmes & Narver, Inc.  
Malcolm Pirnie, Inc.  
Maguire Group, Inc.  
McDevitt & Street Company (now Bovis)  
Metcalf & Eddy  
M. A. Mortenson Construction Company  
MWH Global, Inc.  
Pizzagalli Construction Company  
Post, Buckley, Schuh and Jernigan, Inc.  
RBF Consulting  
Ruekert & Mielke, Inc.  
Rizzo Associates, Inc.  
Shiel Sexton Construction Company, Inc.  
Short, Elliott, Hendrickson, Inc. (SEH)  
Stanley Consultants, Inc.  
Strand Associates, Inc.  
Tennessee Valley Authority  
The Weitz Company (Construction)  
URS Corporation  
US Filter Corporation (Siemens)  
Walker Parking Consultants  
Woodard & Curran, Inc.

### ***Happy Clients Report on the Results They Experienced:***

- “We used your methodology on a project and lo and behold, we got the job. Your method works!”  
—WWE, San Francisco, CA
- “The mayor felt the work should be distributed to other firms, yet they selected us again because of the presentation that followed Dag Knudsen’s format. Our presentation was so well focused that the selection committee could easily recommend us to the mayor.”  
—RDB, Sacramento, CA
- “Your method helped me win a recent job. I want you back to train our entire staff.”  
—TR, Glastonbury, CT
- “Dag, you can quote me. Your method works. We practiced on a job we did not expect to get. We won. This \$7.5 Million project is significant for our company.”  
—RD, Long Beach, CA
- “Since we implemented this program we have not lost a single sale. Some of our proposals are pending.”  
—WT, Cedar Rapids, IA (quoted 9 months after seminar)
- “Dag, your process is a ‘winner.’ We’re now 3 for 3.”  
—DM, Anaheim, CA
- “Dag, the selection committee at this state DOT told us they’d never seen anyone go from third place prior to the interview and then win the job on the strength of their presentation. Thanks for your help!”  
—Transportation Engineer, Chicago, IL
- “I sat in on a selection committee for the City of Bangor and reviewed proposals from CH2M HILL, M&E, CDM, etc. CH2M HILL used your approach and was miles ahead.”  
—WO, Bangor, ME

“The concepts taught in this course—when put into practice—work, I’ve seen it!”

—Management Consultant  
Business Development, CDM

“Top 1% of all college/other courses I’ve taken. Course was highly applicable to job. Outstanding—highly recommended.”

—PMO Chief, MWH

“Excellent. The most relevant and useful seminar I have ever attended.”

—Business Development,  
Shiel Sexton Co. (Contractor)

# Winning by Design, Not by Chance

## YOUR NEXT STEP INVEST IN PERFORMANCE IMPROVEMENT

### What is in the package

10 DVDs containing all the presentations

1 CD containing:

- \* Cue Notes for each of the presentations
- \* File with QBS presentation in pdf format for your use for presentations to staff and clients
- \* Instructions for the QBS presentation
- \* Order form for DiSC® materials, Presentation Aid Layout (PAL) Frames, and the complete package
- \* Facilitator's Guide with suggested training formats
- \* Additional instructional material:
  - QBS background material
  - Hear!Look!Talk!*—an article by Dag Knudsen. This article describes some of the Theme-Modular presentation and proposal methods.

#### Inserts:

DiSC behavioral/decision profile instruments:

5 DiSC Previews (C-203)

5 DiSC Sales Action Planners (C-172)

5 Presentation Aid Layout (PAL) frames

All packaged in an attractive box with DVD holders:



### Ordering information

To place an order send check to:

Dag Knudsen, Inc.  
P. O. Box 180  
Lake City, MN 55041-0180

Or, to use PayPal,  
go to the web site: [www.dagknudsen.com](http://www.dagknudsen.com)

Provide the following information:

Name \_\_\_\_\_  
Company name \_\_\_\_\_  
Shipping address \_\_\_\_\_  
City, state, zip \_\_\_\_\_  
Mailing address \_\_\_\_\_  
City, state, zip \_\_\_\_\_  
Telephone \_\_\_\_\_  
e-Mail address \_\_\_\_\_



*Success comes to those who know how to communicate the value of their qualifications, their technical proposal, and/or their fee.*

*“Wonderful—a must for all serious marketers.”*

—Marketer,  
HDR Engineering, Inc.

*“The best how-to training I have seen in 20 years.”*

—Program Manager,  
CH2M HILL

*“Dag, we have benefited greatly from your approach. It is simply the most powerful presentation tool I have ever used. It has helped me to distinguish, differentiate, and position our firm to win in spite of withering competition. And our hit ratios are well above the industry benchmarks.”*

—Vice President, Sales & Marketing,  
Horst Construction

## Thank-You Notes Prove the Value of Dag's Processes

### From thank-you notes received:

" We were high bidder. Won the job. It was easy to prove how our scope differed—and to do it quick and concisely."

*JM, Boston, MA  
one week after the seminar:*

" we were the underdog...we won...lots to do with approach using Theme-Modular [Dag's process]...at \$40million this is a major project...it turned the heads of my colleagues when they saw the power of this method..."

*JE, Houston, TX*

" ...we won this \$1.5 million airport project to everybody's surprise... were low guy on the totem pole going in..."

*RH, Denver, CO*

" Employees who have taken Dag Knudsen's Winning Presentations report a consistent increase in the rate of proposals won to proposals submitted."

*Internal client newsletter*

" ...beginning the day after the course I had to prepare for two major presentations for jobs we were short listed on. On both jobs we knew we were not the leading firm. ...I 'Knudsenized' both presentations...in both cases we only had 1-1.5 hours to practice with the presentation team before making the presentation... presentations went very well; better in fact than any others that I have been in. And the most important part, we were awarded both jobs..."

*WB, Portland, OR*

" Dag, just killed a \$1M project—client hasn't hired us for 12 years—big breakthrough."

*WB, Portland, OR*

" Our firm was one of three construction firms short listed for a very "high visibility" project in our community...clearly we were the underdog!...I followed the guidelines I had learned in your seminar...The presentation went very well...we were informed several days later that we had been selected for the project!...the decision had been unanimous...On top of that, we were not the low bidder...we were the highest!"

*WM, Lancaster, PA*

" After your seminar I used your recommended approach to develop our presentation and proposal for a highway project...I am pleased to tell you that we have been selected—the largest highway project that we have ever done in this office."

*RR, Dallas, TX*

" Dag, Stillwater WWTP—we won! Used your technique..."

*MH, Minneapolis, MN*

" Kevin implemented the process taught in Dag's seminar and achieved a 90% closure rate to date with expectation of achieving 100% shortly. One client had remained uncommitted for more than a year but committed to us when Kevin implemented the process."

*National Sales Manager in high tech co.  
Boston, MA*

" Thanks to Theme-Modular, I just completed a proposal I'm really pleased with...We got the job! Wow!"

*MW, St. Paul, MN*

" ...I am so pleased that more of our people will be trained in your methods, because they certainly worked for my team! Our selection for the City's program man-

agement contract was an example of successful implementation of your presentation training..."

*LS, Las Vegas, NV*

" Dag—we won this and several other jobs using your training..."

*DH, Bellevue, WA*

" We went after a job we did not expect to win. Listening to Dag's [audio] tapes we learned how to best approach this prospect—followed the recommendations—and won."

*JL, Spokane, WA*

" Every business looks back at the things it did that made a difference. For us, Dag Knudsen's interview training was one. We are four for four in selection for major jobs using Dag Knudsen's interview techniques."

*WR, Boston, MA*

" ...I want to thank you for helping me obtain a position with another company. I took the techniques that you taught in your course and applied them directly to my job search. I sent out only two resumes with cover letters designed similarly to your proposal cover letter and I was afforded the opportunity to interview with both companies. Both companies commented that it was my cover letter and not my resume that won me the opportunity to interview...Without your course I would not have gotten interviews for either position, let alone be offered the job..."

*MC, Garner, NC*

" Dag, WE GOT THE JOB! Thanks for your help."

*RF, Indianapolis, IN*

Etc.



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