

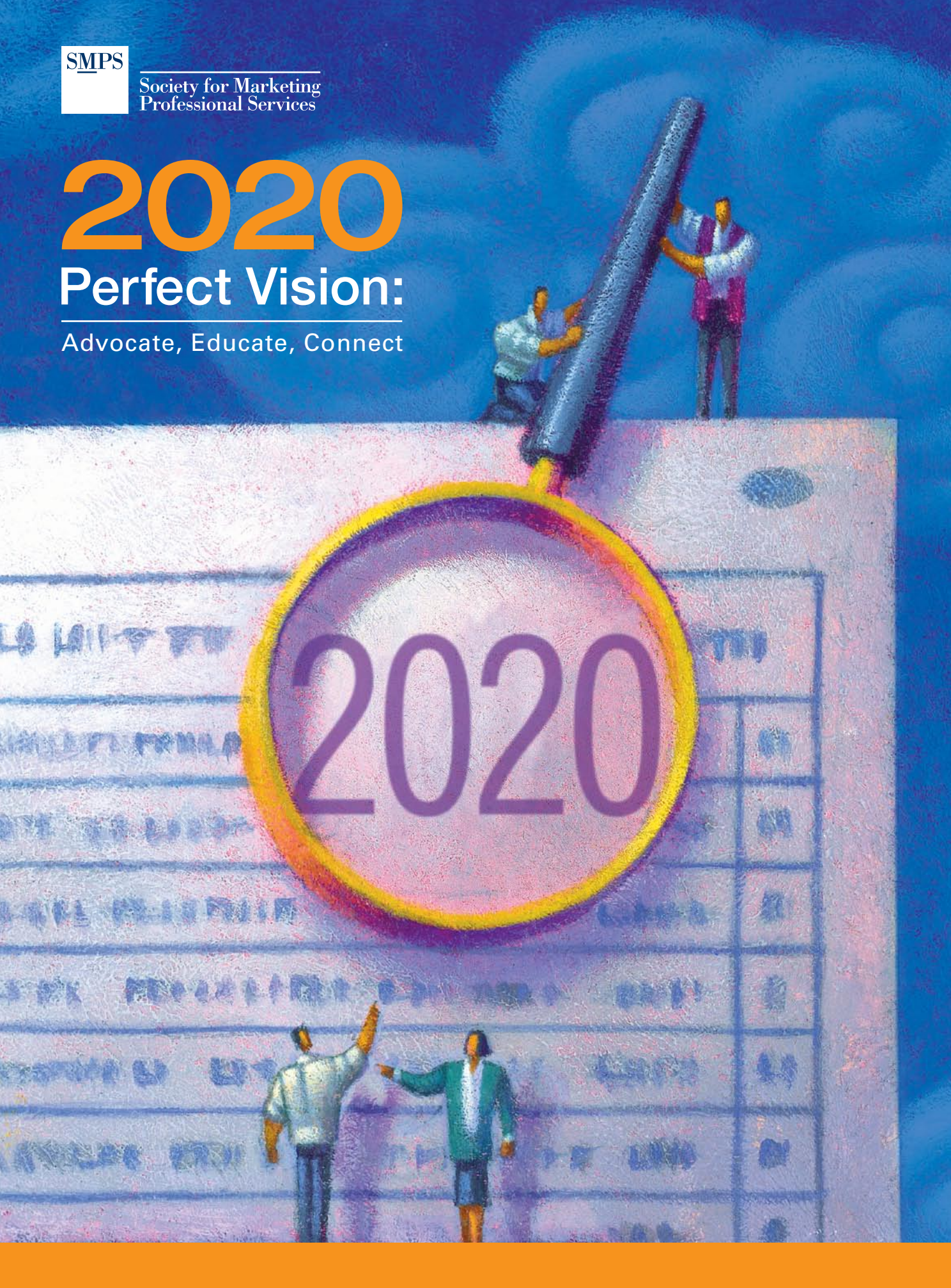
SMPS

Society for Marketing
Professional Services

2020

Perfect Vision:

Advocate, Educate, Connect



2020

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Advocate, Educate, Connect



The SMPS 2020 Strategic Plan will guide and provide ongoing direction for the Society. The National Board and the staff will reevaluate the plan regularly in light of emerging trends affecting professional services firms, specifically the roles of marketing and business development practitioners.

Vision 2020

Premier professional services firms recognize SMPS as their most trusted resource for building business and achieving success.

Mission

To advocate for, educate, and connect leaders in the building industry.

Goals and Objectives

Advocate

- Educate owners/principals about the importance of marketing.
- Provide members who want to self-advocate with the tools and knowledge to do so.

Educate

- Identify and chronicle the knowledge, skills, and abilities required for success at all levels in professional services marketing and business development.
- Provide best-of-class educational opportunities for all levels of SMPS members and A/E/C employers.

Connect

- Share with the A/E/C industry and other stakeholders the value and successes that SMPS members achieve through their interaction with the Society and each other.
- Identify all available ways SMPS could connect members.
- Create and enhance opportunities for members at all levels to communicate.

Stakeholders

- All SMPS Members
- SMPS Chapter Leaders
- SMPS Committee, Task Force, and Council Chairs and Members
- SMPS Foundation
- SMPS Alliance Partners
- SMPS Staff

August 18, 2006

Dear SMPS Members:

This month marks the culmination of nearly two years of effort devoted to formulating a comprehensive, long-range strategic plan for SMPS.

The clearest path to strategic positioning is to understand an organization's value proposition and capture its attributes so they are easily conveyed to and recognized by the members. For service firms, this challenge quite often falls upon the marketing and business development professionals and, now, the emerging ranks of chief marketing officers in our industry.

Like you, the SMPS leadership understands the key questions to unlock an organization's potential for differentiation: *Who are we? What do we do? Why does it matter?* Further, we understand the power of these questions is revealed when your audience answers them for you. In that spirit, we reached out and have been honored to hear from many members throughout the strategic planning process.

We must acknowledge that our ability to invest time in this effort is borne by the legacy and dedication of our past National Presidents and National Boards and our National Staff.

We hope our exhaustive efforts have resulted in a clear path for SMPS to the year 2020. However, we recognize the natural ebb and flow that will occur as the plan's strategies and tactics are deployed. Our progress will be marked by a constantly changing business environment and the increasing value of marketing and business development professionals in creating premier service firms. To that end, we will seek an open, ongoing dialogue with you and your chapter leaders as we strive to achieve the plan's goals.

Since 1973, SMPS has blazed pathways for those who pursue marketing and business development careers in the building industry. Today, with **SMPS 2020: Advocate, Educate, Connect**, we will forge a concrete path for these leaders: YOU!


The 2005-06 National Board of Directors

PRESIDENT



Andrea C. Fitch
President/CEO of Solutions
RedCarpet Creations Inc.

PRESIDENT-ELECT



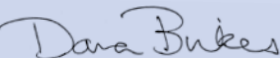
Peter J. Kienle, FSMPS, CPSM
Chief Marketing Officer
McKim & Creed

PAST PRESIDENT



Karen O. Courtney, AIA, FSMPS
Director of Marketing and Senior
Associate, BSA LifeStructures

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FELLOWS DELEGATE



Peter A. Lyon, FSMPS
CMO/Senior Associate
Sizemore Group

AT-LARGE DELEGATE



N. Anthony Steinhardt III, CPSM
Associate Principal
RATIO Architects, Inc.

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SMPS Strategic Plan: A Path to 2020

In 2004, the SMPS National Board unanimously agreed to invest in an environmental scan to measure the value of marketing in the design and building industry, the awareness of SMPS in the marketplace, and the needs, perceptions, and preferences of SMPS' members and constituents.

Based on responses to an RFP prepared by the National Board and staff, the board retained McKinley Marketing to perform the scan.



McKinley Marketing conducted research via four main avenues.

1. **Focus groups** were held in April and May 2005 in Los Angeles, Philadelphia, Chicago, and Washington, DC, with a diverse group of members and nonmembers.
2. An **electronic survey** was e-mailed in May 2005 to the SMPS membership, with one-third responding.
3. **Telephone interviews** were conducted with the National Board members.
4. A **market scan** of the professional services marketing field identified existing and potential competitors of SMPS and also documented educational opportunities, information, and resources in the market.

The research revealed four main themes:

Theme 1: A general lack of respect for the marketing and business development functions still exists within the A/E/C marketplace.

Theme 2: A lack of awareness of the SMPS brand exists even within the marketing community.

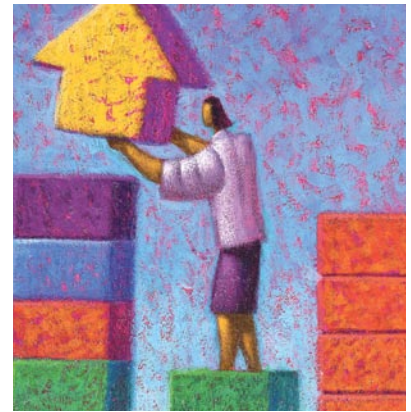
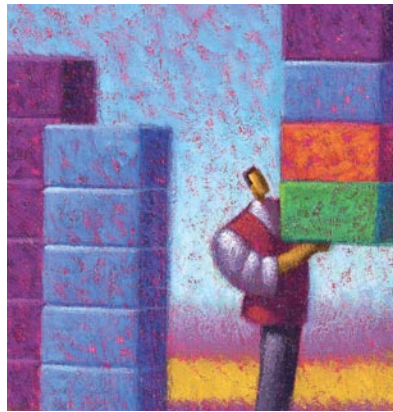
Theme 3: SMPS is perceived primarily as an organization for entry-level professionals.

Theme 4: There is a perceived disconnect between SMPS National and local SMPS chapters.

Facilitated by McKinley Marketing, the National Board proceeded to map out a long-term strategic plan with clear, concise goals to address these themes. The process included reviewing SMPS' mission statement, authoring a vision statement for SMPS' value proposition in 2020, and writing a new mission statement in support of that vision. In addition, the National Board identified three main goals to shape the objectives, strategies, and tactics of the overall plan.



Our progress will be marked by a constantly changing business environment and the increasing value of marketing and business development professionals in creating premier service firms.



From September 2005 to February 2006, three board task forces identified strategies and tactics in support of each goal and outlined the associated resource and budget requirements. In February 2006, the National Board held its final strategic planning meeting in advance of communicating with each stakeholder group. At this meeting, the National Board prioritized the strategies and associated tactics of the long-range plan. In June, the 2006-07 National Board began development of an implementation plan that will be launched in September 2006.

Concurrent to the National Board's efforts, the SMPS Foundation embarked on its own strategic planning to reassess its value proposition and methodologies. McKinley Marketing was retained to facilitate the Foundation trustees' discussions and planning efforts, while maintaining a level of continuity that will complement the SMPS 2020 Strategic Plan.

Clearly, these past two years have been about the formulation of our strategy. Moving forward, we will execute the SMPS 2020 Strategic Plan using a reporting structure that maintains a balanced scorecard on the performance of each planned tactic and action. The 2006-07 National Board and those that follow will adopt systems to manage initiatives and maintain dynamic communications with all stakeholders. Simultaneously, we will implement devices for strategy learning, including benchmarking, best-practice sharing, internal coaching, and change management.

SMPS 2020: Advocate, Educate, Connect is an opportunity for our Society to become a high-performance organization that honors its value proposition to you, the members. This strategic plan will equip SMPS to be progressive and agile, to anticipate your future needs, and to deploy programs that will empower you to succeed both personally and professionally.

About the Society for Marketing Professional Services

The Society for Marketing Professional Services (SMPS) was created in 1973 by a small group of professional services firm leaders who recognized the need to sharpen skills, pool resources, and work together to create business opportunities. Today, the association has a membership of more than 5,700 marketing and business development professionals representing architectural, engineering, planning, interior design, construction, and specialty consulting firms throughout the United States and Canada.

SMPS offers a national conference—*Build Business™*, national seminars, online programming, awards programs, publications, and educational resources to highlight the latest trends in marketing and business development in the design and construction industries. In addition, its 50 chapters hold educational events and regular meetings nationwide.

About the SMPS Foundation

The SMPS Foundation, a nonprofit 501c(3) organization, was established to promote research and education that advances the body of knowledge in the field of professional services marketing and develops a greater understanding of the role and value of marketing in the industries we serve.

About the Certified Professional Services Marketer Program

SMPS is the only organization to offer certification in professional services marketing. To earn the Certified Professional Services Marketer (CPSM) designation, candidates must meet educational and experience requirements, pass a rigorous examination, and pledge to abide by the CPSM Code of Ethics. Successful candidates are recognized as having the knowledge and skills to generate profitable professional service business, concentrating on six domains of practice:

- market research
- marketing planning
- client and business development
- proposals
- promotional activity
- information, resource, and organizational management



Society for Marketing
Professional Services

99 Canal Center Plaza
Suite 330
Alexandria, VA 22314
PH 800.292.7677
FX 703.549.2498
www.smps.org