

bility. If you are taking the time to research and write an article, find the opportunity to speak about it, too. Professional organizations (preferably your clients') are constantly seeking speakers for their conventions and meetings. Get on their agenda. Why not present as an authority to 30 potential clients rather than grovel for admittance to the office of a single one?

Teaching is another way to add to your credibility. If Harvard University puts you on the roster, that says something. It is equally true of any credible university or technical college. Teaching has a bonus. It not only helps in marketing, it helps in recruiting the stars of tomorrow.

SUSTAINING CLIENT RELATIONSHIPS

You can hire the best marketer in the universe, create the most brilliant of ad campaigns, deliver the most compelling of interviews, and not get work. Why? Bad references. There are no marketing tricks that can overcome poor performance. Your past and current clients, and their references, are your most effective allies in bringing in new work. Your clients must be willing to speak to others about your performance. They must be willing to tour your prospective clients through their space. Your articles and speeches will be doubly effective if delivered in collaboration with your client. All this takes their time and energy, so they have to be enthused about helping you. You have to have made them your trusted friend.

Marketing is not cheap. It can consume anywhere from 5 to 15 percent of your revenue. The best way to reduce marketing costs is by keeping the clients you have and securing more work from them, without an onerous marketing process. If you don't have to market and sell every project, your marketing costs will naturally be less. That doesn't mean you don't "market" your existing clients. You must nurture existing relationships with the same level of energy and focus as you do new ones. Take the opportunity to socialize with your clients. Get to know them on a less formal basis. You are likely to find the relationship rewarding on a personal as well as financial level.

The more you can learn about your clients' world, the more you can help them succeed in their business, the more valuable you will be. Expand your

vision to include theirs. You will not only design a better facility; you will help them reach their goals. And in doing so, reach yours.

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