

## **Successful Project Management**

Selling Industrial weighing equipment to the manufacturing and government municipal sector can be a very exciting and rewarding career. I believe that the greatest asset about my job is the diversity of applications and customers that I get to see on a day to day business. Through a tenacious desire to satisfy your customer and the desire for the financial rewards that come with success, you can have a very rewarding career in selling industrial weighing equipment.

Success in this business requires a standard layer of day to day business as well as special large scale projects. In my experience this is the best way to insure that you hit your sales goal objective on a year to year basis. Industrial Selling requires a mature balancing act to ensure that you win the “daily transactions” of base business while you work on bringing in, and successfully completing, the large scale projects.

### **Time, Budget and Quality**

Successful Large Scale Project Management requires a balance of three primary factors – Time, Budget and Quality. The primary management tool of managing these three factors begins with a professional proposal filled with content that expresses the scope of the project, time line of execution, cost to the customer as well as the warranty obligations after the sale. Too often in the “high baud rate” of today’s business, the proposal provided to the customer does not reflect the value of the project. I cannot tell you how often I have seen competitors’ proposals for a \$50,000 project that are written on a 2 page document. Professionalism, Value and Pride, in the equipment and services offered, are difficult (if not impossible) to express in 2 pages!

A professionally written proposal, filled with pertinent information can go a long way toward winning the business. A key element to the project proposal is in the definition of the scope. A well-developed project scope will thoroughly explain the equipment and services included in the proposal, concluding with the value to the customers operation. Ultimately you are ensuring that at the end of the project your new customer does not have Buyer’s Remorse. The proposal scope helps get everyone on the same page so that the buyer and the seller are in full agreement as to the equipment and operational benefit.

The well written proposal becomes a contract document, as well as reference material for your customer to refer back to. Questions related to equipment capability, delivery, warranty and even connectivity can all be answered by referring back to the original proposal and contract document. A well written proposal can save you time, because the pertinent information is documented and easy to refer to.

It is always exciting to get the win! The hand shake of approval from your customer is the first dividend in the time you have invested in the project. I relate the project approval to the shot gun start of a race – the race is for your customers' ultimate satisfaction and the realization of profit from good project execution. The next phase of the project requires management of your team. It is impossible to successfully complete a project without a team of people you can rely on to perform their responsibilities in a professional way without extreme oversight on your part. Successful Time Management of a project requires you to trust your team to conduct themselves professionally without your presence.

### **Assimilating the Project Team**

For an industrial scale project your team will involve both partners inside and outside of your company. I have found it very valuable to make sure that the owner of your company is involved in any project that you are about to take on. Let's admit it; there is risk in any project. The owner of your company is an investor in your plan to satisfy the customer, and to gain profit for his company. Your boss and company owner needs to understand the needs of the customer, the project risk, the planned profit, and the timeline. A project with greater risk needs to have a greater involvement from your company owner. I have found that there is great advantage in involving the owner early in the process. Leverage your owners' business influence in the community in assisting you to win the project. Your company owner's lifetime of business experience can assist you in realizing a successful project.

After involvement of the owner, you need to make sure your Service Manager is onboard with the Project. The Service Manager's perspective is always different than the sales engineer. His level of involvement is also a reflection of the project risk. Realization of profit on a project is a team effort with an awareness that we

are all in this together! Your service manager should know the product you intend to sell, as well as the commitment required for installation, calibration and service after the sale. Like the good utilization of your company owner I have also used my Service Manager to help secure the customer approval. The Service Managers' involvement helps communicate to the customer that he will be well taken care of!

### **Local Concrete Contactor**

Most Large Industrial Scale Projects involve a Concrete Contractor. I am fortunate in the fact that I have associated myself with the best. Your contractor needs to have the proficient communication skills to convey his companies' expertise as well as be able to address challenges that may arise that are outside of the project scope. I have found that the contractors site visit to the proposed location prior to finalization of the total project cost can help insure the planned profit on a job. Google Earth can assist you in the development of an estimate, but to close on business without the site visit of the contractor is risky business. Your contractor brings a different skill set to the project. You can rely on his experience to see potential problems, as well as provide excellent input on how specific site situations can be addressed. I believe that your contractor needs to be local with a list of projects that your customer can go see for himself the level of quality workmanship performed by his company. The final touches of craftsmanship, even on truck scale foundations, will go a long way to satisfying your customer and ensuring his total satisfaction.

### **Factory Representation**

I am fortunate that Everest Scale represents the best in industrial weighing – Mettler Toledo, Inc., (NYSE, MTD). Mettler Toledo has made it easy for me to involve them in helping guarantee the success of our large projects. Thank fully Mettler Toledo has provided to our company a factory representative that is local, knowledgeable and gifted in his business skill set! I can involve my factory representative at any time in the sales/project cycle. I rely on the factory representative for product knowledge, securing competitive pricing, insuring reasonable delivery, and satisfaction of warranty issues after the sale. Our factory representative is an integral partner and a valuable asset for successful project management.

## **We are resolute!**

Successful project completion takes great resolve. As a project manager you have to be resolute in drilling down to satisfy the minor issues that can sour a successful project. Resolving minor issues swiftly ensures profitability and builds customer satisfaction. Principal in the list of requirements is continuous communication to your customer, and a willingness to ask the question, how are we doing? Beyond the customer communication skills the project manager has to stay involved! The day and age we live in provides daily examples of mediocrity. I have found that people yearn for the opportunity to be part of Success. Your job as a project manager is to invite your team to be involved in your project and live that example of Involvement. Communicate your needs, and raise the bar of expectation. Your customers will benefit from your tenacious enthusiasm and desire for project excellence.

*Chris Stansberry is a Sales Engineer for Everest Scale Company. Everest Scale is Mettler Toledo's oldest distributor in North America, representing Mettler Toledo in the Upstate of South Carolina since 1933. Chris has employed his sales and project management skills for Everest Scale Company since 2001.*

## **Before**



## **After**

