Getting Specific About Engineers

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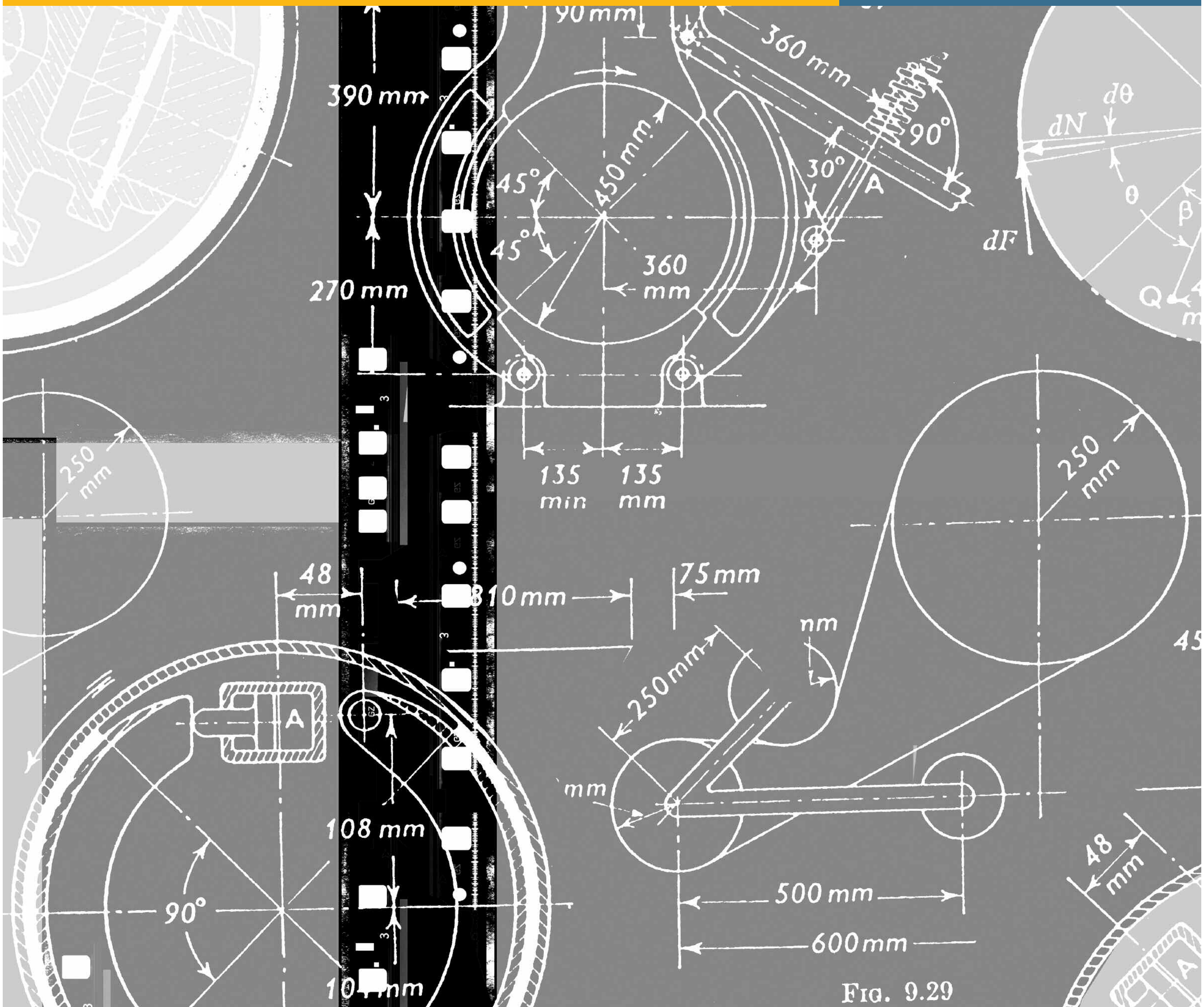

A closer look at the current world of Engineering

Market Highlight Report, Winter 2011

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Engineers
Winter 2011

General Overview

Engineers apply the principles of science and mathematics to develop economical solutions to technical problems. Their work is the link between scientific discoveries and the commercial applications that meet societal and consumer needs. Many engineers develop new products such as chemicals, computers, power-plants, helicopters, and toys. In addition to their involvement in design and development, many engineers work in testing, production, or maintenance.

Engineers use computers extensively to produce and analyze designs; to simulate and test how a machine, structure, or system operates; to generate specifications for parts; to monitor the quality of products; and to control the efficiency of processes. Nanotechnology, which involves the creation of high-performance materials and components by integrating atoms and molecules, also is introducing entirely new principles to the design process.

Most engineers specialize. What follows are details on the seven engineering specialties that placed among the top 15 college majors that led to high salaries in 2009.

Aerospace engineers design, test, and supervise the manufacture of aircraft, spacecraft, and missiles. Aerospace engineers develop new technologies for use in aviation, defense systems, and space exploration, often specializing in areas such as structural design, guidance, navigation and control, instrumentation and communication, and production methods. They also may specialize in a particular type of aerospace product, such as commercial aircraft, military fighter jets, helicopters, spacecraft, or missiles and rockets, and may become experts in aerodynamics, thermodynamics, celestial mechanics, propulsion, acoustics, or guidance and control systems.

Chemical engineers apply the principles of chemistry to solve problems involving the production or use of chemicals and other products. They design equipment and processes for large-scale chemical manufacturing, plan and test methods of manufacturing products and treating byproducts, and supervise production. Chemical engineers also work in a variety of manufacturing industries other than chemical manufacturing, such as those producing energy, electronics, food, clothing, and paper. In addition, they work in healthcare, biotechnology, and business services. Chemical engineers apply principles of physics, mathematics, and mechanical and electrical engineering, as well as chemistry. Some may specialize in a particular chemical process, such as oxidation or polymerization. Others specialize in a particular field, such as nanomaterials, or in the development of specific products. They must be aware of all aspects of chemical manufacturing and how the manufacturing process affects the environment and the safety of workers and consumers.

Civil engineers design and supervise the construction of roads, buildings, airports, tunnels, dams, bridges, and water supply and sewage systems. They must consider many factors in the design process from the construction costs and expected lifetime of a project to government regulations and potential environmental hazards such as earthquakes and hurricanes. Civil engineering, considered one of the oldest engineering disciplines, encompasses many specialties. The major ones are structural, water resources, construction, transportation, and geotechnical engineering. Many civil engineers hold supervisory or administrative positions, from supervisor of a construction site to city engineer. Others may work in design, construction, research, and teaching.

Computer hardware engineers research, design, develop, test, and oversee the manufacture and installation of computer hardware, including computer chips, circuit boards, computer systems, and related equipment such as keyboards, routers, and printers. The work of computer hardware engineers is similar to that of electronics engineers in that they may design and test circuits and other electronic components; however, computer hardware engineers do that work only as it relates to computers and computer-related equipment. The rapid advances in computer technology are largely a result of the research, development, and design efforts of these engineers.

Electrical engineers design, develop, test, and supervise the manufacture of electrical equipment. Some of this equipment includes electric motors; machinery controls, lighting, and wiring in buildings; radar and navigation systems; communications systems; and power generation, control, and transmission devices used by electric utilities. Electrical engineers also design the electrical systems of automobiles and aircraft. Although the terms *electrical* and *electronics engineering* often are used interchangeably in academia and industry, electrical engineers traditionally have focused on the generation and supply of power, whereas electronics engineers have worked on applications of electricity to control systems or signal processing. Electrical engineers specialize in areas such as power systems engineering or electrical equipment manufacturing.

Environmental engineers use the principles of biology and chemistry to develop solutions to environmental problems. They are involved in water and air pollution control, recycling, waste disposal, and public health issues. Environmental engineers conduct hazardous-waste management studies in which they evaluate the significance of the hazard, advise on its treatment and containment, and develop regulations to prevent mishaps. They design municipal water supply and industrial wastewater treatment systems, conduct research on the environmental impact of proposed construction projects, analyze scientific data, and perform quality-control checks. Environmental engineers are concerned with local and worldwide environmental issues. Some may study and attempt to minimize the effects of acid rain, global warming, automobile emissions, and ozone depletion. They also may be involved in the protection of wildlife. Many environmental engineers work as consultants, helping their clients to comply with regulations, prevent environmental damage, and clean up hazardous sites.

Industrial engineers determine the most effective ways to use the basic factors of production—people, machines, materials, information, and energy—to make a product or provide a service. They are concerned primarily with increasing productivity through the management of people, methods of business organization, and technology. To maximize efficiency, industrial engineers study product requirements carefully and then design manufacturing and information systems to meet those requirements with the help of mathematical methods and models. They develop management control systems to aid in financial planning and cost analysis, and they design production planning and control systems to coordinate activities and ensure product quality. They also design or improve systems for the physical distribution of goods and services and determine the most efficient plant locations. Industrial engineers develop wage and salary administration systems and job evaluation programs. Many industrial engineers move into management positions because the work is closely related to the work of managers.

Mechanical engineers research, design, develop, manufacture, and test tools, engines, machines, and other mechanical devices. Mechanical engineering is one of the broadest engineering disciplines. Engineers in this discipline work on power-producing machines such as electric generators, internal combustion engines, and steam and gas turbines. They also work on power-using machines such as refrigeration and air-conditioning equipment, machine tools, material-handling systems, elevators and escalators, industrial production equipment, and robots used in manufacturing. Some mechanical engineers design tools that other engineers need for their work. In addition, mechanical engineers work in manufacturing or agriculture production, maintenance, or technical sales; many become administrators or managers.

Education and Training

A bachelor's degree in engineering is required for almost all entry-level engineering jobs. College graduates with a degree in a natural science or mathematics occasionally may qualify for some engineering jobs, especially in specialties that are in high demand. Most engineering degrees are granted in electrical and electronics engineering, mechanical engineering, and civil engineering. However, engineers trained in one branch may work in related branches. For example, many aerospace engineers have training in mechanical engineering. This flexibility allows employers to meet staffing needs in new technologies and specialties in which engineers may be in short supply. It also allows engineers to shift to fields with better employment prospects or to those which more closely match their interests.

Most engineering programs involve a concentration of study in an engineering specialty, along with courses in both mathematics and the physical and life sciences. Many programs also include courses in general engineering. A design course, sometimes accompanied by a computer or laboratory class or both, is part of the curriculum of most programs. Often, general courses not directly related to engineering, such as those in the social sciences or humanities, also are required.

In addition to the standard engineering degree, many colleges offer 2-year or 4-year degree programs in engineering technology. These programs, which usually include various hands-on laboratory classes that focus on current issues in the application of engineering principles, prepare students for practical design and production work, rather than for jobs that require more theoretical and scientific knowledge. Graduates of 4-year technology programs may get jobs similar to those obtained by graduates with a bachelor's degree in engineering. Engineering technology graduates, however, are not qualified to register as professional engineers under the same terms as graduates with degrees in engineering. Some employers regard technology program graduates as having skills between those of a technician and an engineer.

Graduate training is essential for engineering faculty positions and some research and development programs, but is not required for the majority of entry-level engineering jobs. Numerous high-level executives in government and industry began their careers as engineers. Graduation from an Accreditation Board for Engineering and Technology-accredited program is usually required for engineers who need to be licensed.

Although most institutions offer programs in the major branches of engineering, only a few offer programs in the smaller specialties. Also, programs with the same title may vary in content. For example, some programs emphasize industrial practices, preparing students for a job in industry, whereas others are more theoretical and are designed to prepare students for graduate work. Therefore, students should investigate curricula and check accreditations carefully before selecting a college.

Bachelor's degree programs in engineering typically are designed to last 4 years, but many students find that it takes between 4 and 5 years to complete their studies. In a typical 4-year college curriculum, the first 2 years are spent studying mathematics, basic sciences, introductory engineering, humanities, and social sciences. In the last 2 years, most courses are in engineering, usually with a concentration in one specialty. Some programs offer a general engineering curriculum; students then specialize on the job or in graduate school.

Some engineering schools have agreements with 2-year colleges whereby the college provides the initial engineering education and the engineering school automatically admits students for their last 2 years. In addition, a few engineering schools have arrangements that allow students who spend 3 years in a liberal arts college studying preengineering subjects and 2 years in an engineering school studying core subjects to receive a bachelor's degree from each school. Some colleges and universities offer 5-year master's degree programs. Some 5-year or even 6-year cooperative plans combine classroom study with practical work, permitting students to gain valuable experience and to finance part of their education.

All 50 States and the District of Columbia require licensure for engineers who offer their services directly to the public. Engineers who are licensed are called professional engineers (PEs). This licensure generally requires a degree from an ABET-accredited engineering program, 4 years of relevant work experience, and completion of a State examination. Recent graduates can start the licensing process by taking the examination in two stages. The initial Fundamentals of Engineering (FE) examination can be taken upon graduation. Engineers who pass this examination commonly are called engineers in training (EITs) or engineer interns (EIs). After acquiring suitable work experience, EITs can take the second examination, called the Principles and Practice of Engineering exam. Several States have imposed mandatory continuing education requirements for relicensure. Most States recognize licensure from other States, provided that the manner in which the initial license was obtained meets or exceeds their own licensure requirements. Many civil, mechanical, and chemical engineers are licensed PEs. Independently of licensure, various certification programs are offered by professional organizations to demonstrate competency in specific fields of engineering.

Growth

Overall engineering employment is expected to grow by 11% over the 2008–18 decade, about as fast as the average for all occupations. Engineers traditionally have been concentrated in slower growing or declining manufacturing industries, in which they will continue to be needed to design, build, test, and improve manufactured products. However, increasing employment of engineers in engineering, research and development, and consulting services industries should generate most of the employment growth. The job outlook varies by engineering specialty, as discussed later.

Competitive pressures and advancing technology will force companies to improve and update product designs and to optimize their manufacturing processes. Employers will rely on engineers to increase productivity and expand output of goods and services. New technologies continue to improve the design process, enabling engineers to produce and analyze various product designs much more rapidly than in the past. Unlike the situation in some other occupations, however, technological advances are not expected to substantially limit employment opportunities in engineering, because engineers are needed to provide the ideas that lead to improved products and more productive processes.

The continued globalization of engineering work will likely dampen domestic employment growth to some degree. There are many well-trained, often English-speaking, engineers available around the world who are willing to work at much lower salaries than U.S. engineers. The rise of the Internet has made it relatively easy for part of the engineering work previously done by engineers in this country to be done by engineers in other countries, a factor that will tend to hold down employment growth. Even so, there will always be a need for onsite engineers to interact with other employees and clients.

<u>Growth Expectations in Specific Areas of Specialty</u>

Aerospace engineers are expected to have 10% growth in employment over the projections decade, about as fast as average, for all occupations. New technologies and new designs for commercial and military aircraft and spacecraft produced during the next decade should spur demand for aerospace engineers. The employment outlook for aerospace engineers appears favorable. Although the number of degrees granted in aerospace engineering has begun to increase after many years of declines, new graduates continue to be needed to replace aerospace engineers who retire or leave the occupation for other reasons.

Chemical engineers are expected to have an employment decline of 2% over the projections decade. Overall employment in the chemical manufacturing industry is expected to continue to decline, although chemical companies will continue to employ chemical engineers to research and develop new chemicals and more efficient processes to increase output of existing chemicals. However, there will be employment growth for chemical engineers in service-providing industries, such as professional, scientific, and technical services, particularly for research in energy and the developing fields of biotechnology and nanotechnology.

Civil engineers are expected to have employment growth of 24% over the projections decade, much faster than average for all occupations. Spurred by general population growth and the related need to improve the Nation's infrastructure, more civil engineers will be needed to design and construct or expand transportation, water supply, and pollution control systems, and buildings and building complexes. They also will be needed to repair or replace existing roads, bridges, and other public structures. Because construction industries and architectural, engineering, and related services employ many civil engineers, employment opportunities will vary by geographic area and may decrease during economic slowdowns, when construction is often curtailed.

Computer hardware engineers are expected to have employment growth of 4% over the projections decade, slower than average for all occupations. Although the use of information technology continues to expand rapidly, the manufacture of computer hardware is expected to be adversely affected by intense foreign competition. As computer and semiconductor manufacturers contract out more of their engineering needs to both domestic and foreign design firms, much of the growth in employment of hardware engineers is expected to take place in the computer systems design and related services industry.

Electrical engineers are expected to have employment growth of 2% over the projections decade. Although strong demand for electrical devices—including electric power generators, wireless phone transmitters, high-density batteries, and navigation systems—should spur job growth, international competition and the use of engineering services performed in other countries will limit employment growth. Electrical engineers working in firms providing engineering expertise and design services to manufacturers should have better job prospects.

Environmental engineers are expected to have employment growth of 31% over the projections decade, much faster than average for all occupations. More environmental engineers will be needed to help companies comply with environmental regulations and to develop methods of cleaning up environmental hazards. A shift in emphasis toward preventing problems rather than controlling those which already exist, as well as increasing public health concerns resulting from population growth, also are expected to spur demand for environmental engineers. Because of this employment growth, job opportunities should be favorable.

Industrial engineers are expected to have employment growth of 14% over the projections decade, faster than average for all occupations. As firms look for new ways to reduce costs and raise productivity, they increasingly will turn to industrial engineers to develop more efficient processes and reduce costs, delays, and waste. This focus should lead to job growth for these engineers, even in some manufacturing industries with declining employment overall. Because their work is similar to that done in management occupations, many industrial engineers leave the occupation to become managers. Numerous openings will be created by the need to replace industrial engineers who transfer to other occupations or leave the labor force.

Mechanical engineers are expected to have employment growth of 6% over the projections decade, slower than the average for all occupations. Mechanical engineers are involved in the production of a wide range of products, and continued efforts to improve those products will create continued demand for their services. In addition, some new job opportunities will be created through the effects of emerging technologies in biotechnology, materials science, and nanotechnology. Additional opportunities outside of mechanical engineering will exist because the skills acquired through earning a degree in mechanical engineering often can be applied in other engineering specialties.

Source: Occupational Outlook Handbook, 2010-11 Edition. Bureau of Labor Statistics. 15 November 2010 < http://www.bls.gov/oco/ocos027.htm>.

Engineers in Today's Economy

In 2008, engineers held about 1.6 million jobs. About 36% of engineering jobs were found in manufacturing industries, and another 30% were in the professional, scientific, and technical services industries, primarily in architectural, engineering, and related services. Many engineers also worked in the construction, telecommunications, and wholesale trade industries.

Federal, State, and local governments employed about 12% of engineers in 2008. About 6% were in the Federal Government, mainly in the U.S. Departments of Defense, Transportation, Agriculture, Interior, and Energy, and in the National Aeronautics and Space Administration. Many engineers in State and local government agencies worked in highway and public works departments. In 2008, about 3% of engineers were self-employed, many as consultants.

Engineers are employed in every State, however some branches of engineering are concentrated in particular industries and geographic areas; for example, petroleum engineering jobs tend to be located in States with sizable petroleum deposits, such as Texas, Louisiana, Oklahoma, Alaska, and California. Other branches, such as civil engineering, are widely dispersed, and engineers in these fields often move from place to place to work on different projects.

Overall job opportunities in engineering are expected to be good, and, indeed, prospects will be excellent in certain specialties. In addition to openings from job growth, many openings will be created by the need to replace current engineers who retire; transfer to management, sales, or other occupations; or leave engineering for other reasons.

Many engineers work on long-term research and development projects or in other activities that continue even during economic slowdowns. In industries such as electronics and aerospace, however, large cutbacks in defense expenditures and in government funding for research and development have resulted in significant layoffs of engineers in the past. The trend toward contracting for engineering work with engineering services firms, both domestic and foreign, also has made engineers more vulnerable to layoffs during periods of lower demand.

It is important for engineers, as it is for workers in other technical and scientific occupations, to continue their education throughout their careers, because much of their value to their employer depends on their knowledge of the latest technology. Engineers in high-technology areas, such as biotechnology or information technology, may find that their technical knowledge will become outdated rapidly. By keeping current in their field, engineers will be able to deliver the best solutions and greatest value to their employers. Engineers who have not kept current in their field may find themselves at a disadvantage when seeking promotions or during layoffs.

Salaries for Engineers

As a group, engineers earn some of the highest average starting salaries among those holding bachelor's degrees, with seven engineering specialties landing in the top fifteen college majors that lead to high salaries in 2009.

	Starting Median Salary	Mid-Career Median Salary
Aerospace Engineering	$59,600	$109,000
Chemical Engineering	$65,700	$107,000
Computer Engineering	$61,700	$105,000
Electrical Engineering	$60,200	$102,000
Mechanical Engineering	$58,900	$98,300
Industrial Engineering	$57,100	$95,000
Environmental Engineering	$53,400	$94,500
Civil Engineering	$55,100	$93,000

In Academia, salaries range based on specialty:

- Assistant professors earned in the $70's to mid $80's,
- Associate Professors ranged in the $80's-90's
- Full professors earned in the range of $110,000 - $125,000 with a high of $135,000 for Biomedical engineering professors.

Source: Payscale Salary Report. 2009 Best Undergrad College Degrees By Salary. 16 November 2010 http://www.payscale.com/best-colleges/degrees.asp.

Key Issues for the Engineering Profession

With credit tight, production down and the future unusually uncertain, many firms laid off engineers in 2009. However, when it comes to a resurgence of engineer hiring in 2010, it is expected to be robust.

As the new decade begins, when firms do hire, they will likely place strong hedges on their bets. The majority of hires in 2010 will be on a contract basis to start, believes one industry expert.

Large engineering firms are going to a new workforce composition of about 20% contract employees.

Some believe an engineering jobs recovery has already begun. Karen Panetta, Chair for the IEEE Women in Engineering Committee and associate professor of engineering at Tufts University has already seen an 180-degree turnaround from last year. Companies in homeland security and defense will be hiring and creating jobs in engineering throughout 2010; Raytheon, Textron and the Massachusetts Institute of Technology are among the organizations bringing on engineers in substantial numbers.

In regions that have weathered the recession with less damage, prospects are brighter. For example, in the next few years, Oklahoma aspires to add hundreds of professionals to its workforce of about 2,000 aerospace engineers. Driving aerospace engineering jobs in Oklahoma are the mammoth maintenance and repair facilities of Boeing and American Airlines. The state is attracting talent with a tax credit -- up to $5,000 per year for five years -- targeting aerospace engineers.

For civil engineers, the good news is that much more Recovery Act money for infrastructure will become available in 2010. The bad news is that government spending is the only type of spending going on at present.

Innovations like nanotechnology offer further hope for a resurgence of engineering hires. Opportunities for engineers are going to be quite vast according to the VP of NanoInk, which makes nanomanufacturing technology for life sciences and semiconductors. The automotive, energy, semiconductor and healthcare industries will all invest heavily in nanotechnology, as well.

Source: "Engineering jobs: hiring and salary outlook for 2010." Suntimes.com. 29 January 2010. John Rossheim. 22 November 2010. <http://www.suntimes.com/monster/industry/engineering/2018940,engineering_outlook2010-12010.article>.

Market Challenge

Engineers, on the whole, prefer facts over fluff. They will make decisions more often based on logic and facts than on emotion. Expect them to want lots of details (meaning, not only the benefits of your products and services but the features of how they work). Engineers will want to comparison shop. They are used to approaching all kinds of situations as problems to be solved so this type of logic in a presentation would be effective. Because engineers use a lot of graphs, charts and tables in their work, be sure to include "visual language" in your presentation as well.

Source: Bly, Robert, "Six things I know for sure about marketing to engineers." Marketing Today. Dec. 8, 2010. http://www.marketingtoday.com/marketing/toengine.htm,

Networking with Engineers

Because there are so many types of engineers and their roles are so diverse, first and foremost when networking with engineers, one must narrow the marketplace and determine which kinds of engineers will be targeted and why. Once research has been conducted in particular target markets within engineering, you can begin to put together your networking plan and approach.

Living up to the definition of a target market, engineers know lots of other engineers. Try to get to the source of how they know each other. Become familiar with the schools and universities that have excellent engineering programs in your area and explore their alumni clubs and other activities. Find out which associations have the most credibility in your area and seek ways to get involved. Determine which awards are most coveted in the field and identify who is winning them? If you offer an event to encourage networking with engineers, steer clear of typical venues such as golf tournaments unless you know, for a fact, there's an interest. Generally speaking, engineers tend to have divergent interests than what typical sales people might like to do in their free time, such as pursuing musical interests or nature-related activities such as hiking or rock-climbing.

When presenting a concept, be very concise and clear and avoid any fluff. Stick to materials that do the same. Use convenient state-of-the-art technology as much as possible, preferably with 24/7 access, such as The Living Balance.

Because many of these professionals are at the top of the tech-savvy pyramid, you may have more success networking with certain types of engineers online rather than through traditional methods. There are literally thousands of engineering firms and hundreds of thousands of engineers on Linkedin.com, for example. Effectively cultivating engineers through a combination of both traditional and digital channels is recommended.

National Associations

The National Society of Professional Engineers

http://www.nspe.org/index.html

The National Society of Professional Engineers stands today as the only national organization committed to addressing the professional concerns of licensed PEs across all disciplines. There are approximately 45,000 members, and 96% are PEs or engineer interns, many with other professional licenses and certifications in fields such as land surveying, fire protection, environmental engineering, and forensics. The NSPE has many state and local affiliates: https://netforum.nspe.org/eweb/DynamicPage.aspx?site=reports&&Webcode=state_societies.

Society of Women Engineers (SWE)

http://societyofwomenengineers.swe.org/index.php

The Society of Women Engineers (SWE) is a not-for-profit educational and service organization that empowers women to succeed and advance in the field of engineering. Review the website for sponsorship opportunities and other details about their mission.

American Society for Engineering Education

http://www.asee.org/index.cfm

The American Society for Engineering Education is a nonprofit organization of individuals and institutions committed to furthering education in engineering and engineering technology. ASEE's 12,000+ members include deans, department heads, faculty members, students, and government and industry representatives who hail from all disciplines of engineering and engineering technology. ASEE's organizational membership is composed of 400 engineering and engineering technology colleges and affiliates, more than 50 corporations, and numerous government agencies and professional associations.

National Council of Examiners for Engineering and Surveying

http://www.ncees.org/Home.php

NCEES is a national nonprofit organization dedicated to advancing professional licensure for engineers and surveyors. It develops, administers, and scores the examinations used for engineering and surveying licensure in the United States. Some licensing boards will sell their lists. View this link for a listing of all state boards: http://www.ncees.org/Licensing_boards.php.

Learn more about Association marketing by reading **About Association Marketing** which includes tips for vetting an association, becoming a resource, and surveys for the association leadership and members.

Marketing Checklist

- Narrow niches within the market to a reasonable size and scope.
- Visit websites and flag the best ones for ongoing reference.
- "Follow" companies and associations of interest on LinkedIn.com and join market-related groups.
- Identify at least 15 individuals that would be good Centers of Influence in the market.
- Conduct informational interviews and/or networking appointments
    - with potential strategic alliances also active in the market.
    - ask for "personal introductions" to others in the market.
- Subscribe to market-related blogs and magazines, note calendar dates, editors names and sponsorship or advertising opportunities.
- Determine which association(s) is most worthwhile and attend networking events; obtain meeting with Association Director and be sure to "ask" more rather than "tell."
- Determine a Unique Value Statement that appeals to the market and sets you apart from the competition.
- Announce your presence in the market through social media, letters, ads, and press releases.
- Obtain membership lists for cultivation and look into targeted list buying if needed.
- Organize a mix of cultivation pieces. For ex., avoid sending all email or all snail mail. Aim for a minimum of six to twelve touch-points per year.
- Explore what types of seminar topics and/or guest speakers are of interest to this market.
- Contact local business journals and find out if they plan on dedicating a special issue to the market where you can advertise and/or get an article published.

SAMPLE One Page 90-Day Strategic Planning Template

Target Market Focus: (XYZ) Engineers (Region)

Three Year Vision: *50 engineering clients in database; Receive X number of leads per mo.; Conduct min. of 2 Workshops per year and 3 C. of I. Appreciation Events*

One Year Vision: *20 new engineering-based clients in database with a min. of 10 who will provide ongoing introductions*

90 Day Objectives/Tactics	Challenges	Action Items	Person	Date
1. Continue Research & Build Top 15 List		- Obtain local research & dig deep into links in report; - define profile of best client. - Identify 5 C of I's who work w/ engineers - Drill down to find out more about individuals and create a file. - Determine which associations to join or volunteer - Become active on LinkedIn.com. - Ask for introductions		
2. Create Unique Value Proposition and Brand Statement		- Find out needs/wants - Come up with unique characteristics of product line and hone approach - Create brand statement; get approved by Compliance - Test out w/ Advisors		
3. Build Cultivation Program		- Vet communication materials - Select best approved pieces (2 or 3) - Create Approach letter - Get approved - Set up first mailing program		
4. Conduct 5 Center of Influence Surveys; goal is min. of 5 per month.		- Modify interview as appropriate - Send hand written thank you's & follow up on any tasks/requests - Get responses from surveys into database - Schedule more appts.		
5. Set up database/admin. needs		- Make sure database can manage cultivation process for follow up, etc.		