



GROW Your Construction BIZ!

How To Find New Customers & Win More Contracts



Presented By:

George Hedley CSP LPBC

Certified Speaking Professional
Licensed Professional Business Coach

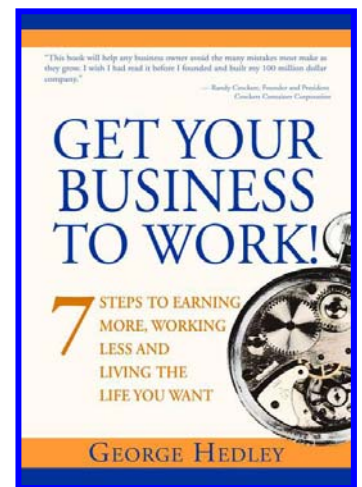
George Hedley founded & built his commercial construction from \$0 to \$50 million dollars in only 7 years! As recognition, George was named "Entrepreneur of the Year" by Venture magazine and Ernst & Young.

Mr. Hedley's expertise is based on his experience owning, leading and managing a profitable construction and real estate development company. He has served as President of 3 industry trade associations and is the author of "The Business Success Blueprint" series; "On-Purpose...On-Target!"; "Everything Contractors Know About Making A Profit" and the bestseller: "Get Your Business To Work!"

George owns **HARDHAT Presentations** and presents speeches, seminars and workshops to companies and associations. He is available to **speak** at your organization. His **BIZ-Building Programs** include topics on: Building Sales, Profits, Leaders, Field Productivity, Estimating and Getting Your Business To Work!

As a Licensed Professional Business Coach, George's **Hardhat BIZCOACH** program will work with you personally and help your company grow and profit. Construction business owners and managers are invited to attend his 2 day **Profit-Builder Circle Academy** boot-camp or become a member of an ongoing executive mastermind peer **BIZ-GROUP** that meets regularly with other BIZ owners. He is also available to facilitate your **Strategic Planning** retreat or serve on your **Board of Directors**.

George's business is built on **referrals** from people like you. To receive more information, give a referral, learn how he can help your company grow and profit, or sign up for his free monthly management e-newsletter, email or visit his website.



Join A Mastermind Peer Group



Join Our LinkedIn Group



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Other Services Available



Stop trying to run your BIZ alone!
Qualified construction company owners are invited to join an ongoing **mastermind** peer **BIZ-GROUP** that meets twice a year with George and 10 or more like-minded owners. Learn from other successful executives, get input and advice, share best practices, develop lasting relationships and have fun.

BIZ-COACH Mentorship With George!

You can't win without a great coach!
George has a limited number of BIZ-Coaching mentorship spots open for BIZ-Owners who want to get their BIZ to work, grow & profit!

- **BIZ-Builder Blueprint Strategy Session**
- **BIZ-Development Strategy Session**
- **BIZ-Systems Workshop**
- **BIZ-Profit & Wealth Strategy Session**
- **Strategic Planning Retreat**

Hardhat BIZSCHOOL ONLINE COURSES AVAILABLE

Get Your Business To Work!

- *The BIZ-\$UCCESS BLUEPRINT For Contractors & Entrepreneurs*

1. Seek BIZ-Opportunities To Grow & Make A Profit
2. Make Tough Decisions To Get Your BIZ To Work
3. Draft Your BIZ-\$uccess Blueprint
4. Targets, Goals, Tasks, Accountabilities & Responsibilities
5. BIZ-Systems: Profitability, Numbers, Sales & Progress

9 Numbers Every Contractor Needs To Know To Always Make A Profit!

1. How To Calculate Accurate Job Costs
2. Construction Accounting Made Simple
3. Determine Overhead, Contracts & Profit Goals
4. The 12 Step Formula To Always Make A Profit
5. Financials, Collections , Controls & Bonding

Grow Your Construction Business!

- *How To Find New Customers & Win More Contracts*

1. Find Profitable Customers, Markets, Projects, Opportunities & Services
2. Develop A Winning Estimating, Bid & Proposal Strategy To Win More Contracts
3. Presentation Strategies To Overcome The Low Bid Process
4. Draft Your BIZ-DEV Strategic Growth Plan & Target Profitable Customers
5. Implement A Pro-Active Marketing & Sales BIZ-Development Action Plan

Construction Field, Project Management & Productivity Systems That Work!

1. Implement A Winning Field & Project Management Pro-Active Playbook
2. Install Written Construction BIZ-Systems That Work
3. Pro-Active Project Management, Supervision, Meetings, Contracts & Payments
4. Project Paperwork, Scheduling, Procurement, Documentation & Change Orders
5. Maximize Field Productivity, Production, Tracking & Must-Do Field Systems

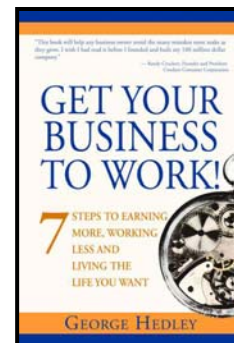
More Courses – Coming Soon!

BIZCOACH BIZ-Builder Programs

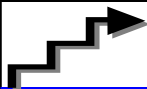
- Ongoing personal strategy sessions & group coaching
- Regular webinars, boot-camps & your issues solved
- Mastermind peer **BIZGROUPS** for construction BIZ-Owners

George Hedley Professional Speaker

George is one of the top professional speakers in the USA! He is available to speak at your association convention, company meeting or conference as the keynote speaker or workshop presenter on topics including building profits, sales, or people. Call to discuss your next meeting.



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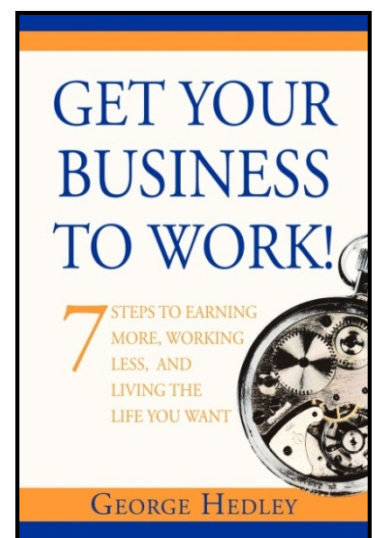
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GROW Your Construction BIZ!

How To Find New Customers & Win More Contracts

Classes

1. Find Profitable Customers, Markets, Projects, Opportunities & Services
2. Develop A Winning Estimating, Bid & Proposal Strategy To Win More Contracts
3. Presentation Strategies To Overcome The Low Bid Process
4. Draft Your BIZ-DEV Strategic Growth Plan & Target Profitable Customers
5. Implement A Pro-Active Marketing & Sales BIZ-Development Action Plan



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What's Your BIZ-DEV Strategy?

- Offer More Than Low \$\$\$
- Profit & Grow!
- Don't Stay STUCK!
- #1 Reason Companies Stop Growing?
- No Marketing & No Sales

Our Bid & Proposal Strategy?

-
-
- SAME OR Different?
- How Can We Improve Our Strategy To Give Customers A Better Reason To Award Us More BIZ?
-
-
- Call **BOLD** New Plays!



Successful BIZ-Builders

- Know What They **WANT**
- Have A Written **PLAN**
- Always Track & Make **PROGRESS** Towards What They Want

Change Your Proposal, Estimating & Bidding Strategy OR DIE!

- What's Your Winning Strategy To GROW?
-
-
- We Commit To GROW Our BIZ @ ____ % Per Year
- We Commit To DOUBLE Our BIZ In _____ Years



BIZ-DEVELOPMENT

1. Professional Sales Team
 - Estimator Vs. Sales
 - BIZ-Development Manager
 - Lead Generator
 - Sales Tracking – Goals & Targets
2. Professional Presentations
 - Brand, Image, Logo & Look
 - Portfolio, Photos, Videos & Testimonials
 - Upgraded Proposal & Bid Format
 - PowerPoint / Laptop / Tablet
3. Professional Sales Implementation
 - Customer Targets
 - New Targets & Markets
 - Referring Targets
 - Get Active In Industry
 - Displays & Trade Show Booth
 - Lunch & Learns
4. Professional Brand To Broadcast
 - Image, Uniforms & Office
 - Brochures & Flyers
 - Job Signs, Trailers, Trucks & Equipment
 - Website

Get Ready To Grow & Make More \$\$\$\$\$\$

PEOPLE

- Management Team Accountable To FIND Work
- Strategic Planning Retreat
- Written BIZ-DEV Plan
- Set & Track Goals
- Weekly Meetings
- Sales Training
- Install BIZ-DEV Systems
- Improve Image
- Cutting Edge Technology
- Professional Estimator

EQUIPMENT

- Fleet
- Image
- Customer Friendly
- GPS
- Latest Technology



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Get In The Opportunity BIZ!

- Decide To Grow & Make A Profit!

The 88% RULE – Where Customers Come From

- ____% Repeat Customers - Who KNOW You
- ____% Aware Of You - Who REMEMBER You
- ____% Recommendations - Who REFER You
- ____% Website & Internet Marketing
- ____% Other

- Need A BIZ-DEV PLAN To Get Customers To KNOW You , REMEMBER You & REFER You!

Generate More New BIZ Now!

- Grand Re-Opening!
- Get In SHOW BIZ

Find New Customers

- Attack New Markets
- Develop New Services & Products
- Seek New Contract Delivery Methods
- Get In The Opportunity BIZ

- Generate Multiple Streams of Revenue
 - Competitive Contracts , Projects & Jobs



- Continuous Service Accounts
- Investment Wealth Income



START SMALL. GROW BIG.



Multiple Streams Of Revenue

Projects & Jobs Service Accounts Wealth Income

Sales Goals

Year Year Year

- Current Customers
- Past Customers
- New Customers
- Referring Parties
- Past Services
- New Services
- New Markets
- New Contract Methods
- New Strategic Alliances
- New Income Streams



- Set & Track Clear Sales Targets & Goals



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1. New Customer Targets

2. New Market Targets

3. New Services

4. New Products

5. New Contract Delivery Methods

6. Continuous Service Accounts

7. Investment Wealth Income

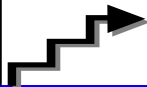
8. New Strategic Alliances

BUSINESS SUCCESS



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Winning Work Is More Than Pricing Jobs & Delivering Bids!



Estimator's Role & Responsibility?

- Accurate Estimates = _____
- Win More Profitable Contracts = _____
- Improve Your BID ODDS

Accuracy! – Know Your Numbers:

1. Crew Rates
2. Equipment Rates
3. Productivity Rates
4. Job Cost & Cost History
5. General Conditions
6. Job Overhead + Profit Mark-Up
7. Bid-Hit Ratio
8. Sub-Bid Coverage
9. Annual Overhead & Profit Goals



Construction BIZ Is A _____ BIZ!

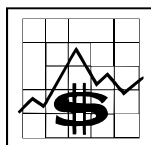
- Need A Winning BIZ-DEV System!

What's Your Super Sales Bid Follow-Up System?

- 1.
- 2.
- 3.
- 4.

5 Fabulous Ways To Improve Your Bid-Hit Ratio

- 1.
- 2.
- 3.
- 4.
- 5.



Track Your Bid-Hit Ratio By:

- Customers
- Total Jobs Bid
- Project Size
- Project Type
- Contract Type
- Project Location
- Competitors

BID-HIT RATIO			
By Customer			
Customers	# Bids	# Hits	Bid/Hit
Cust 1	12	4	3 : 1
Cust 2	15	5	3 : 1
Cust 3	8	1	8 : 1
Cust 4	21	3	7 : 1
Others	69	12	6 : 1
Total	125	25	5 : 1

BID-HIT RATIO Total # Jobs Bid To # Hit						
Bid Date	Job Bidding	Bid \$\$\$\$\$	% Markup	# Competitors	Sub Bid Coverage	# Hit Results
4/2	A	30,000	40%	6	2.5	5th
4/7	B	20,000	45%	3	3.2	3rd
4/12	C	40,000	35%	4	2.9	4th
4/22	D	50,000	35%	5	4.2	1st
4/27	E	10,000	50%	4	3.8	2nd
APRIL	\$ 200,000 / 5 = \$40,000 Ave.					5 : 1



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Bid The Right Jobs To Improve Your Chances!

How do you Determine which jobs to bid or propose on?

1. Use BID-GRID SIEVE
2. Will The Customer Award Us The Contract?



- Loyal
- Repeat
- Referral
- Pre-Qualified
- Niche Expertise
- Differentiating Factor
- Award Potential

3. What's Your JOB TARGET STRATEGY to get on the right bid lists?
4. Check Project RISK FACTORS
5. Complete SITE CONDITIONS Checklist
6. Should We Bid?
7. Sub & Supplier BID COVERAGE

Rigid Rules To Select The Right Jobs & Customers To Bid

1. Never Invest \$\$\$ If NO HOPE For ROI
2. Pick Jobs You WANT & Work Hard
3. Never Bid Jobs You WON'T GET - *No Matter How LOW You Bid*
4. Never Bid Jobs You CAN'T GET
5. Never Bid Jobs You DON'T WANT
6. Never Bid Jobs WITHOUT MEETING... (If Possible)

Ask Customer:

- Will They Negotiate?
- # of Other Bidders?
- Who Else Proposing / Bidding?
- Who Used Last 3 - 5 Jobs?
- Funds Available?
- Payment History?
- Payment Procedure This Job?
- Chances Project Will Be Built?
- How Will Bids Be Opened?
- Who Opens & Reviews Bids?
- Who Makes Final Selection / Award?
- Selection Criteria?
- Most Important Factor In Selection?
- If All Else Equal:
 - Chance We Have To Be Awarded Job?

7. CLOSE EARLY & OFTEN! - *Ask for The Order!*
8. Estimators Are NOT Professional Visitors!
- Never Confuse Activity With Results

Bid Grid Sieve

- Project Type
- Customer
- Job Location
- Project Size
- Profit Target
- Contract Type
- Competition



Job Target Strategy

1. Negotiate Project
2. Be Only Bidder
3. Get Last Look
4. Loyal Customer Potential
5. Repeat Customer Potential
6. Bid Odds
7. Only __ Qualified Resp. Bidders

Project Risk Factors 1 - 10

1. Construction Issues
2. Customer Issues
3. Schedule Issues
4. Contract Issues
5. Financial Issues
6. Labor Issues
7. Material Issues
8. Equipment Issues
9. Sub / Supplier Issues
10. Location

Site Conditions Checklist

- Access
- Parking
- Mobilization
- Staging Area
- Power Availability & Source
- Phone Availability & Source
- Water Availability & Source
- Project Office Location
- Storage Yard Access
- Soil
- Demolition
- Clearing
- Neighboring Property
- Protection Required
- Hazards



Should We Bid?

1. Job Within 'Bid-Grid-Sieve'
2. Job Within 'Job Target Strategy'
3. Project Risk Factor is OK
4. Bid or Proposal Is Worth The Effort:
 - # Bidders & Competition
 - Bid Award System
 - Sub / Supplier Bid Coverage Potential
 - A & E, Plans & Specs
 - Change Order Potential
 - Profit Potential
 - Hassle Factor
 - Our Workload & Estimating Schedule
 - Our Chance To Be Awarded The Job

SUB-BID Coverage

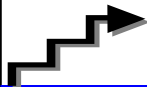
(# Sub/Supplier Bids Per Trade)

Job	# Trades	Total # Bids	Ave # Bids Per Trade	Result
A	28	70	2.5	5th
B	25	80	3.2	3rd
C	21	61	2.9	4th
D	32	134	4.2	1st



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Winning Estimating & Bidding Strategies!

1. Follow-Up Bids & Proposals Aggressively
2. Always Try To Present In Person
3. Use Your Bid As _____ To Get A Meeting

What's The Goal Of Your Bid Or Proposal?

- Get _____ Ink!

What's The Best Way To Get Wet Ink?

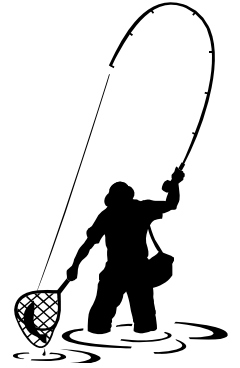
- Get On The _____ Bid Lists!
- Get _____ To _____! - Face To Face!

The Main Purpose For Your Bid Or Proposal:

- Get A Meeting! - Get In Front Of Your Customer / Decision Maker

Why Face To Face?

- Negotiate!
- Get 2nd Chance To Be Low Bidder!
- Get Last Look!



What's The Best Way To Get In Front Of Your Customer?

- Be The 'Select' Bidder
- Loyal Customer Relationship
- Give Them A Compelling Reason To Meet
- BE LOW BID!



How To Be Low Bid

- Use Your Bid As BAIT To Get A Meeting
- "If In Doubt, Leave It Out!" - Bid Plans & Specs
 - If the Plans Don't Call For It:
 - DON'T Include It, Exclude It Or Qualify It
 - No Long List Of Inclusions & Exclusions
 - Only Bid What You Have Been Asked To Bid!
 - No More / No Less
 - Bid Less Cost Alternates or Substitutions With Base Bid
 - No Detailed Cost Breakdowns



Remember - Your Goal Is To Get A Meeting & Last Look!

- Don't Give Up!
- Bug 'Em 'Til They Buy Or Die!



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Professionally Present Your Company Capabilities!

Present A Professional Proposal!

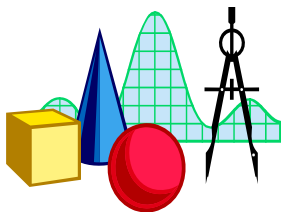
- Get Your Proposal Or Bid Noticed!
- Tell Them What You'll DO For Them
- Give Customers Huge Reasons to Award You A Contract

Offer Customers More To Win More!

- Added Value
- Convenience
- No Hassles
- Less Risk
- Faster
- More Choices
- Perfect Service & Quality
- Great Price
- THEIR WAY

Provide Total Solutions

Offer New Approaches



Pre-Construction Services

Site Analysis & Feasibility

- Feasibility & Market Studies
- Site Review & Site Selection
- Due-Diligence: Soils / Title / Surveys / Environmental
- Financing Coordination & Banking Relationships
- Loan Application & Processing
- Equity Sources & Relationships

Preparation & Review Of Plans & Specs

- Selection & Coordination of Design Team
- Design Specifications – Review & Coordinate
- Engineering - Criteria & Review
- Interior Space Planning - Criteria & Review
- Coordination of All Plans & Specifications
- Constructability & Project Analysis
- Selection of Materials, Quality & Finishes
- Specifications Review
- Short Term & Long Term Use
- Energy Efficiency Analysis
- Overall Coordination

Budget

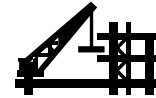
- Updates
- Conceptual Estimating
- Project Pro-forma
- Value Engineering & Alternates
- Subcontractor & Supplier Input
- Scope of Work Preparation
- Bidding

Schedule

- Master Project Schedule
 - Pre-Construction
 - Design & Engineering
 - Approvals & Long Lead Items

Project Approvals

- Procurement of All Required Permits
- All Required City or County Approvals
- All Utility Company Approvals
- Fire Department Approvals



Total Project Management

Overall Responsibility For Project

Total Coordination of Development Process

Coordinate:

- Architects
- Engineers
- Structural
- Mechanical
- Electrical
- Fire Sprinkler
- Landscape
- Soils
- Civil, Traffic & Hydrology
- Water Quality
- Environmental
- Acoustic
- Energy & LEED
- Utility Companies
- Fire Department
- Building Department
- Planning Approvals
- All Testing & Certifications
- Bank & Progress Payment Coordination
- Shop Drawings & Submittals
- Insurance Requirements
- Bonding Requirements
- Pre-Job Start-Up
- Weekly Field Job Meetings
- Project Management Meetings

Construction

- Conformance With Specifications
- Quality Control
- Maintain & Update Construction Schedule
- Project Safety
- Protection Of Adjacent Property
- Final Approvals
- Punch-list & Walk-Thru's
- Move-In & Occupancy
- Occupant Relocation
- Furniture & Fixturization

Open Book Construction

- Final Accounting

Meet Project Goals & Objectives

Extra Value

Extra Services



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Present A Professional Proposal Package – What You'll DO For Them!

- Show-BIZ = Be VISUAL

Upgrade Your Professional Proposal

Cover

Title Page

Project Overview

- Project Description
- Project Goals & Objectives
- Competitive Advantages & Benefits

Project Qualifications

- Proposed Project Team
- Team Experience On Similar Projects
- Team Performance Record
- Schedule / Quality / Cost / Safety
- Current Capacity To Manage Project
- Project References

Project Construction Presentation

- Specific Project Goals & Objectives
- Summary Of Project Implementation Plan
- Project Description
- Preliminary Design
- Preliminary Specifications
- Performance Specifications
- Scope Of Work
- Design & Engineering
- Design & Engineering Team
- Team Responsibilities
- Project Schedule
- Project Budget Or Cost
- Fee & Mark-Up Proposed
- Contract Terms
- Pre-Construction Agreement

Company Profile

- Company Experience
- Financial Strength & Bonding Capacity
- Company Resources & Management
- Expertise & Specialties
- Client List & References
- Corporate Team
- Resumes With Action Photos
- Projects With People Photos
- Testimonials
- More Action Photos

Closing Letter - Ask For The Order!

Rules to Win!

- Customize Each Presentation
- Create Perception Of VALUE
- Create Perception Of EXPERTISE
- Break The Rules!
- Be Different!



5 Ways We Can Set Our Company Apart In Our Proposal

- 1.
- 2.
- 3.
- 4.
- 5.

8 Great Ways To PROVE Our Company Is The Right Choice

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

Website

Website Goals:

- Get Customers To Find You
- Get Customers To Call
- Brochure
- Resource Center



Design

- Home Page
- Business Profile
- Competitive Advantages
- Expertise & Specialties
- Client List
- References
- Corporate Team
- Resumes With Action Photos
- Projects With People Photos
- Testimonials
- More Action & People Photos
- Research Center
- Links
- Sign-Up & More Information



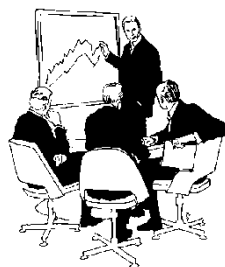
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How To Win At The Project Interview

1. Use Project "Team" Approach
2. Research Customer
3. Create & Use Prepared Agenda
4. Gather Maximum Information About Project
5. Be Ready to Defend Yourself:
 - Safety
 - Late schedules
 - Reputation
 - Slow pay record
 - Lien record
 - Unhappy customers
 - Over budget projects
 - Financial problems
6. Use Visuals:
 - Stand Up When Presenting
 - Schedules
 - Site Plans
 - Project Team
 - Photos
 - Slide Shows
 - Name Tents
 - Maps
 - Flow Charts
7. Rehearse Presentation With Team

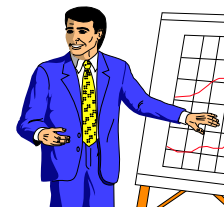


Ink-'Em Tactics

1. Tell 'Em Why & What You'll Do For Them!
2. Follow-Up Bids **Aggressively & In-Person!**
3. **Never** Ask: "How Do I Look?"
4. "Your Price Is **NOT** Too High!"
5. "Bug 'Em 'Til They Buy Or Die!"
6. Always **ASK** For The Order!
7. **Close Early & Often!**

17 Steps To A Perfect Presentation

1. Set-Up Room To Win
2. Introductions
3. Let Client Present Project Issues
4. Present Your Company
5. Project Team Presentation
6. Project Presentation
7. Project Budget Or Pricing
8. Contract Terms
9. Why Your Company
10. What Extra You'll Do
11. Offer A Guarantee
12. Summary of Project Goals
13. Ask For Order!!!
14. Set-Up Project Tours & Field Trips
15. Thanks
16. Leave Something Behind
17. Bug 'Em 'Til They Buy Or _____!



Sweet 16 Success Tips!

1. Use **VISUALS**
2. Use Charts
3. Use Graphs
4. Use Diagrams
5. Use Photos
6. Use PowerPoint & Videos
7. Be **VISUAL**
8. Be Different
9. Exude Quality & Professionalism
10. Use Color
11. Leave Something Behind
12. Give Field Trips & Personal Tours
13. Create An Offer
14. Offer To Do More
15. Give A Guarantee!
16. Use **VISUALS**



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Attract Loyal Customers To Make More \$\$\$

1 Ingredient To BIZ-Success?

- Attracting _____ Customers

- Converting Repeat Into Loyal Customers

Satisfied Vs. LOYAL



- What's Our Plan To Convert REPEAT Into LOYAL Customers

Set Your Company Apart To Win Better Work!

What Do You Do To Entice Customers To Award Your Company Contracts?

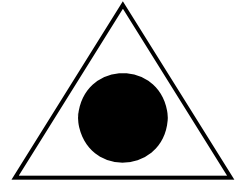
Low-Price Provider VS. Value-Added Provider



- What Do You Do To Get Customers To Call You?

Why Your Company?

What Are You The Best At?



What's Your Market Focus?

5 Compelling Reasons Your Company Should Win The BIZ & Is The Only Choice

- 1.
- 2.
- 3.
- 4.
- 5.

What DIFFERENTIATES Your Company?

8 Ways You DIFFERENTIATE:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

4 More Reasons Why You Should Win The Work:

- 1.
- 2.
- 3.
- 4.

Make Our Image An Asset

Check Our Image:

- Phone
- Email
- Technology
- Website
- Logo / Stationary
- Brochure
- Job Forms
- Proposal / Bid
- Presentation
 - Power Point
 - Photos
 - Video
 - Site Visits
 - Testimonials
- Attire / Clothes / Field Uniforms
- Trucks / Equipment
- Office / Shop / Facility
- Employee Attitude
- Employee Knowledge
- Customer Friendly
- Professionalism



Our Image Is Not What WE Perceive It As.

- Our Image Is What Our _____ Perceives It As!

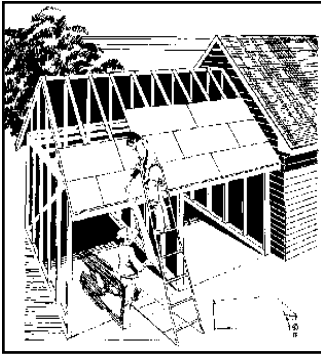


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Deliver What Customers Want!

Do You Think & Act Like A LOW-BID Contractor?



- Customers Need Really Want Don't Want

- *Customers Want You To Deliver What THEY Want = PERFECT!*

4 Ways We Can Offer More Than Perfect:

- 1.
- 2.
- 3.
- 4.

You Are What You _____ For Your Customers!

- *Our Customer Motto:*

Help Customers!

- Sell Solutions

- 6 Sure Ways To Help Customers

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

- What Else Can We DO For Customers?

-
-

- Offer Guarantees



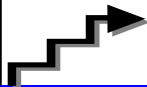
- 1.
- 2.
- 3.

- Super 6 Incredible Reasons To Hire Our Company

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.



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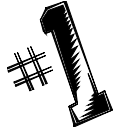


Find Profitable Customer Targets!

Specialize Or Die!

- Become 'THE' Recognized Expert

- We Are The Experts In: *Project / Market / Customer / Size / Location / Technical / Difficult / Barrier To Entry*



-
-
-
-

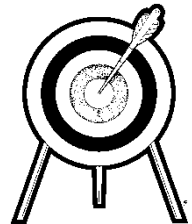
Trusted Partner

- Solve Customer's Problems

- Be A BIZ Person

Target The Best Customers Who Need What We Offer

- Value-Added Services We Offer:

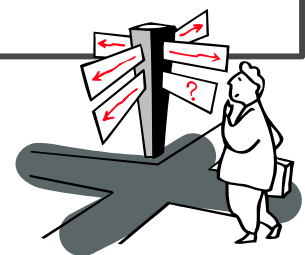


Customer Target Action Plan

Our Expertise	Best Customer Targets	Their Problem	Our Solution	What We Offer



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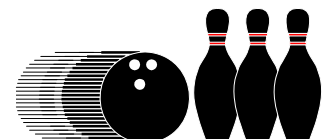


CUSTOMER TARGETS BIZ-DEV ACTION PLAN

Customer Type	Customer Targets	Potential	Attack Plan
Contractors			
Builders & Developers			
Facility & Plant Managers			
Corporate			
Private Property Owners			
National & Chains			
Public			
Residential			
Loyal Customers			
Repeat Customers			
Current Customers			
Past Customers			
New Customers			
Referring Parties			



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BIZ-DEV Strategic Plan



BUSINESS FOCUS

1. How We DO Business

- Low Bidder Contract Award & Selection
- Value-Added Qualifications, Contract Award & Selection
- Level of Competition & Barrier To Entry
- Negotiated / Design-Build
- T & M / Cost Plus / Unit Price
- Wholesale / Retail / Supplier / Distributor
- Ongoing Service Accounts

2. Where We Do Business

- Market Locations
- Service Areas

3. Projects We Do

- Minimum / Maximum Size Contract & Profit
- Project Type
- Schedule & Speed
- Complexity, Difficulty & Risk

4. Pricing Strategy

- Low Price Provider
- Medium Price Provider
- High Price Provider

5. Type of Customers

- One Time Customers
- Repeat
- Loyal Relationship
- Customers Who Hire Low Bid VS. Qualifications, Expertise, Team, Experience & Relationship
- Ongoing Service Accounts

6. Project Specialties & Focus

- Project Types
- Niches
- Expertise & Specialties
- Difficulty & Barrier To Entry

What We DO For Our Customer

7. Business Standards

- Quality & Service
- Value
- Ethics & Integrity

8. Market Leadership

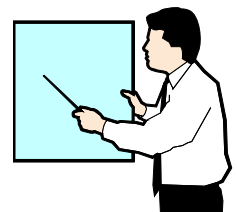
- Best Price
- Best Quality
- Best Service & Fastest Schedule

9. Competitive Advantages

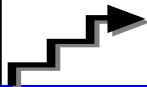
- Why Our Company
- Different Than Competitors
- Benefits

10. Customer Targets

- Current & Past Customers
- Repeat & Loyal Customers
- New Targets
- Referring Parties



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BIZ-DEV Strategic Plan - Sample

1. Our Track Record

- Founded 1977 - Completed Over 300 Projects, Over \$500 million
- Repeat Customer & Referrals - Over 85% Of Our Business!

2. How We Do Business

- General Contractor Providing:
 - *Open Book Construction*
 - *Development Services*
 - *Total Team Approach*
- Negotiate Guaranteed Maximum Price General Contracts
- Company Principals Involved With All Projects
- Target Market: Southern California Area Within 75 Mile Radius

3. Standards Of Excellence

- Full Service & Value with Integrity
- We Act As Your "In-House" Construction Department
- Principal Involved Total Project Management
- Project Managers & Superintendent Minimum 15 Years Experience
- The "Perfect" Project Management & Field Systems

4. Project Expertise

- Manufacturing, Warehouse & Distribution
- Multi-Building & Multi-Tenant Business Parks
- Corporate Headquarters, High Tech & Office
- Self Storage Mini-Warehouses
- Build To Suit & Development Services

- 5. Project Size & Volume**
- Project Size: \$ 2,500,000. - \$10,000,000.
 - Projects / Year: 8 to 12 (Only 6 at once)
 - Volume / Year: \$ 30,000,000 to \$40,000,000.

- 6. Customer Targets**
- Privately Held Corporations & Professional Developers
 - 80% Loyal & Repeat Plus 20% New Customers

7. Market Leadership & Competitive Advantages

- Best Personal & Knowledgeable Construction Services Available:
 - *Open Book "Full Service" Management System*
 - *Competitive Prices With Full Subcontractor Bid Coverage*
 - *Great Subcontractor Relations*
 - *Total Project Management*
- Best Pre-Construction Services Available:
 - *Accurate Cost Estimating & Value Engineering*
 - *Short Term & Long Term Approach*
- Financially Strong & Fiscally Responsible
- Systemized, Organized & In-Control



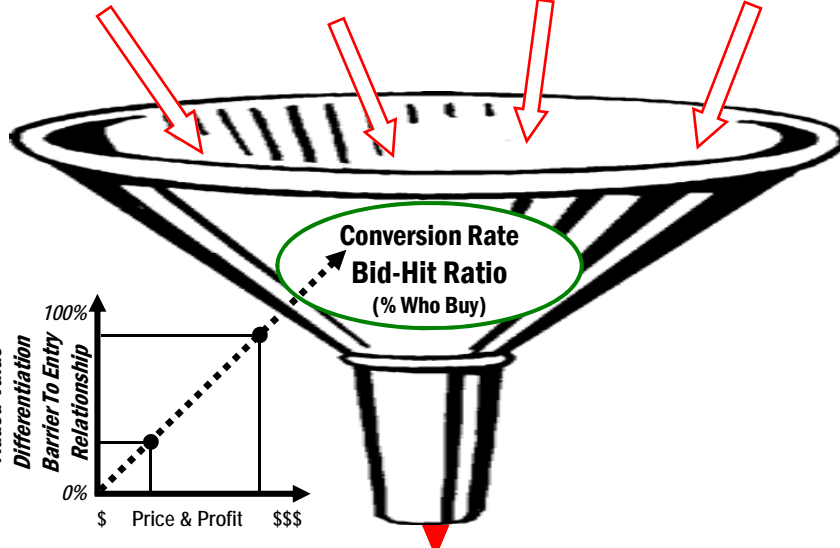
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BIZ-DEVELOPMENT FUNNEL

CURRENT Customers PAST Customers NEW Customers REFERRING Parties

Targets | Leads | Proposals Targets | Leads | Proposals Targets | Leads | Proposals Targets | Leads | Proposals



Total # \$ Sales Transactions

X

Average \$\$\$ Sale

=

Total \$ALE\$ Revenue

X

Gross Profit %

=

Total Gross Profit \$

-

Overhead Fixed Costs

=

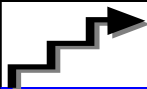
Net Profit \$

BIZ-GROWTH PLAN

1. Generate More Targets
2. Generate More Leads
3. Improve Our Proposals
4. Improve Our Conversion Rate
5. Generate More Jobs / Sales
6. Increase Our Average Sales \$
7. Improve Our Gross Profit
8. Improve Our Overhead
9. Increase Our Net Profit



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BIZ-DEV Strategies That Work!

What Business Are You In? - _____ & _____

Why Marketing & Sales?



- Jobs / Projects / Accounts
- Customers / Clients
- Profits
- Control The Future
- Offer More Than Low \$\$\$\$

Marketing & Sales Tools:



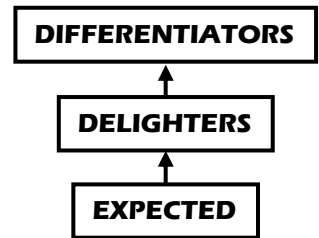
- Price (Best Value)
- Differentiation
 - Better Product Or Service
 - Expertise, Niche Or Specialty
 - Difficulty, Risk Or Barrier To Entry
 - RELATIONSHIP

Create Differentiators

5 Ways To Make Customers AWARE Of Our Differentiators



- 1.
- 2.
- 3.
- 4.
- 5.



Marketing Steps To Success



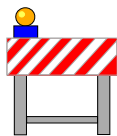
1. Create Awareness Of Your Company
2. Pique Potential Customer's Interest
3. Stay at Top of Customer's Mind
4. Generate Inquiry
5. Get Belly To Belly
6. Convert Bid or Proposal Into a Contract
7. Develop Customer Relationships
8. Get Referrals

- Most Important Step? - Get Them To CALL You !

Why Customers STOP: _____% - **Attitude Of** _____!

- Customers Go Where Invited & Stay Where Appreciated!

7 Super Ways To Show Customers We CARE!



- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.



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You're In The  Business = Trusted Relationships!

- People Buy:** 1. Perception Of Value
2. Differentiation

- *Trusted Relationships!* - Relationships Are Built " _____ " To " _____ " = FACE MAIL!

No Trust = No Sales!

- How To Build Trust?* - Familiarity
- Awareness
- FREQUENCY = 4 Times / Year! - 3 Ways To Increase Frequency?

Emails & Phone Calls  Count!

- Relationships Are Built FTF In Relationship Building Settings!

What Would Motivate Customers To Buy From You?

- Low Price!
- Relationship Or _____
- Best Way To Get Referrals?* - _____ Them
- _____ !!!

My Schmooze Action Plan

Customer	Action

My Referral Action Plan

Customer	Action

BIZ-DEV Action Plan

- Score 24 - 4 F2F / Year
- Sales Calls - 1 / Day
- New Targets - 1 / Week + Chicken List
- Personal Notes - 1 A Day Vitamins
- Fortune 500 - 4 Contacts / Year



BIZ-DEV Tracking System

- Weekly BIZ-DEV Estimating & Sales Meeting
- Monthly BIZ-DEV Strategy Session
- Monthly BIZ-DEV Marketing Calendar Review

Constant Customer Contact = Trust!

- Client Ranking - \$\$\$ & ROE
- Client Info - 'The Great 8!'
- Contact Date & Type

Score 24

Fortune 500

Constant Customer Contact System

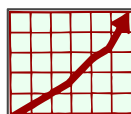
Customer Targets	\$\$\$	ROE	F2F & Contact Frequency			
Loyal Top 24						
Relationships						
Repeat						
Current						
Past						
New Targets						
Referring Parties						

\$ales \$uccess \$ystem!

- 12 BIZ-DEV Activities / Week
- 2) F2F Meetings With 'Score 24'
- 5) Sales Phone Calls / Week
- 5) Handwritten Notes / Week (1 / Day)
- Frequent Customer Contact - Annual**
- F2F Meeting 'Score 24' Every 3 Mo.
- Mail 'Fortune 500' Every 3 Months
- Attack 8 New Targets / Month
- = Positive SALES GROWTH**



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BIZ - Development Action Plan

1. Generate More Customer Targets

2. Generate More Customer Leads

- Mailings, E-Mails, Sales Phone Calls
- Referral Program, Referral Fees
- Associations, Trade Shows, Meetings
- Coupons, Door Hangers, Job Signs
- Website SEO
- Networking, Associations, Chambers, Tips Clubs
- Social Media, Twitter, Linked-In, You-Tube, Face Book
- Ads, Directories, Listings, YellowPages.com, AngiesList.com

3. Upgrade Your Professional Proposals & Bids

4. Improve Your Conversion Rate (Proposal / Bid - Hit Ratio)

5. Increase Your Average \$\$\$ Size Sale

6. Build & Strengthen Customer Relationships = LOYAL

- Sales Success System
- Track BIZ- Development Goals & Sales Activity **LOYAL = SCORE 24**
- F2F Contacts – 2 / Week & 4 / Year
- Sales Phone Calls – 1 / Day
- New Customers & Targets – 1 / Day
- Handwritten Notes - 1 A Day

- Constant Customer Contact

- Score 24 - FTF 4 Times / Year

- Fortune 500 - 4 Times / Year



- Loyal Relationships
- Repeat
- Current
- Past
- New Targets
- Referring Parties
- Face To Face 4 X per year
- Meals, Events, Sports or Mail 4 X per year
- Contact 4 X per year
- Contact 4 X per year
- Mail, Meetings or E-Mail Newsletter 4 X per year
- Mail or Meetings 4 X per year
- Mail, Meetings or E-Mail Newsletter 4 X per year



- Create Perception Of Value

- Create Expertise Brochures, Flyers, Photos, How To Guides, Reports, Articles, Samples
- Speaking, Give Educational Seminars, Panels, Moderator, Lunch & Learn, Demonstrations, Field Trips
- Linked-In Group, On-Line Videos, You-Tube Videos, E-Mail Educational Newsletters, Video Testimonials

- Pique Customer's Interest

- Send Postcards, Holiday Greetings, Fun Stuff, Photos, Unique Gifts, Trade Shows

- Reinforce Customer Relationships & Show You Care

- Take Customer To: Sporting, Community, Industry & Charity Events, Meals, Golfing, Trips
- Send: Thank-You's, Postcards, Personal Notes & Photos,, Personalized Gifts
- Send: Articles, Re-Prints, Books, Magazines & CDs
- Send: Tips, Guides, Reports, Product Information, Samples, Charts
- E-Mail Newsletter, Linked-In Group, Face-Book, You-Tube



7. Referral Program

- Track & ASK! - 1 / Week & Every Customer 2 / Year
- Offer Follow-Up - Maintenance, Inspections & Service

8. Get Active In Industry, Associations & Community

- Associations, Trade Show Booths, Sponsorship
- Get Involved In Leadership, Board of Directors & Committees:
- Host & Sponsor Events & Golf Tournaments
- Community & Charity Events, Auction Items



9. Website

- Search Engine Optimization
- Marketing Brochure
- Lead Generator – Sign-Ups, Auto-Responders
- Information & Resource Center, Webinars, Videos
- Store



10. Upgrade Your Image

- Job Signs, Trucks, Equipment, Trailers, Uniforms: Shirts, Hats & Hard Hats
- Brochure, Letterhead, Forms, Invoices, Technology



- Promotional Items
- Don't Give No Junk!
- Golf Shirts, Tees, Markers & Balls
- Advertising Specialties & Give-Aways

11. News Media

- Announce Everything!
- Press Releases, Announcements & Listings
- Write Articles, Reports & Surveys

12. Advertising

- Door Hangers, Flyers & Leave-Behinds
- Magazines, Newspaper & Trade Journals
- TV, Cable, Radio & Outdoor
- Directories



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BIZ-DEV ACTION CALENDAR

BIZ-DEV ACTIVITY		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
SCORE 24 TARGETS													
1													
2													
3													
4													
5													
6													
7													
8													
9													
10													
11													
12													
13													
14													
15													
16													
17													
18													
19													
20													
21													
22													
23													
24													
NEW TARGETS													
REFERRING PARTIES													
MARKETING ACTIVITIES													
- Track Proposal - Hit Ratio													
- Lunch & Learns													
- Tradeshows													
- Directories													
- Upgrade Proposals / Presentations													
MAILINGS & EMAIL													
- E-Mail Newsletter													
- Hand Written Notes													
- Postcards													
- Brochures													
ASSOCIATIONS & NETWORKING													
WEBSITE, SEO & ONLINE MEDIA													
IMAGE													
PROMO ITEMS													
ADVERTISING & PR													

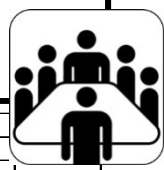
BIZ-Development Weekly Meeting

Who: President, BIZ-Development, Marketing & Sales
Estimating & Pre-Construction Team

When: Weekly In Office for 1 hour

Agenda: Review BIZ-DEV, Sales & Estimating Goals & Results:

1. Review Progress On Sales & Customer Goals
2. Review Incoming Projects To Bid / Propose
3. Review and Plan Future BIZ-DEV Opportunities
4. Plan Sales Calls & Customer Target Action Plans
5. Select New Customers & Targets To Attack
6. Plan Upcoming Marketing Activities
7. Track & Maintain Loyal Customer Contact Plan

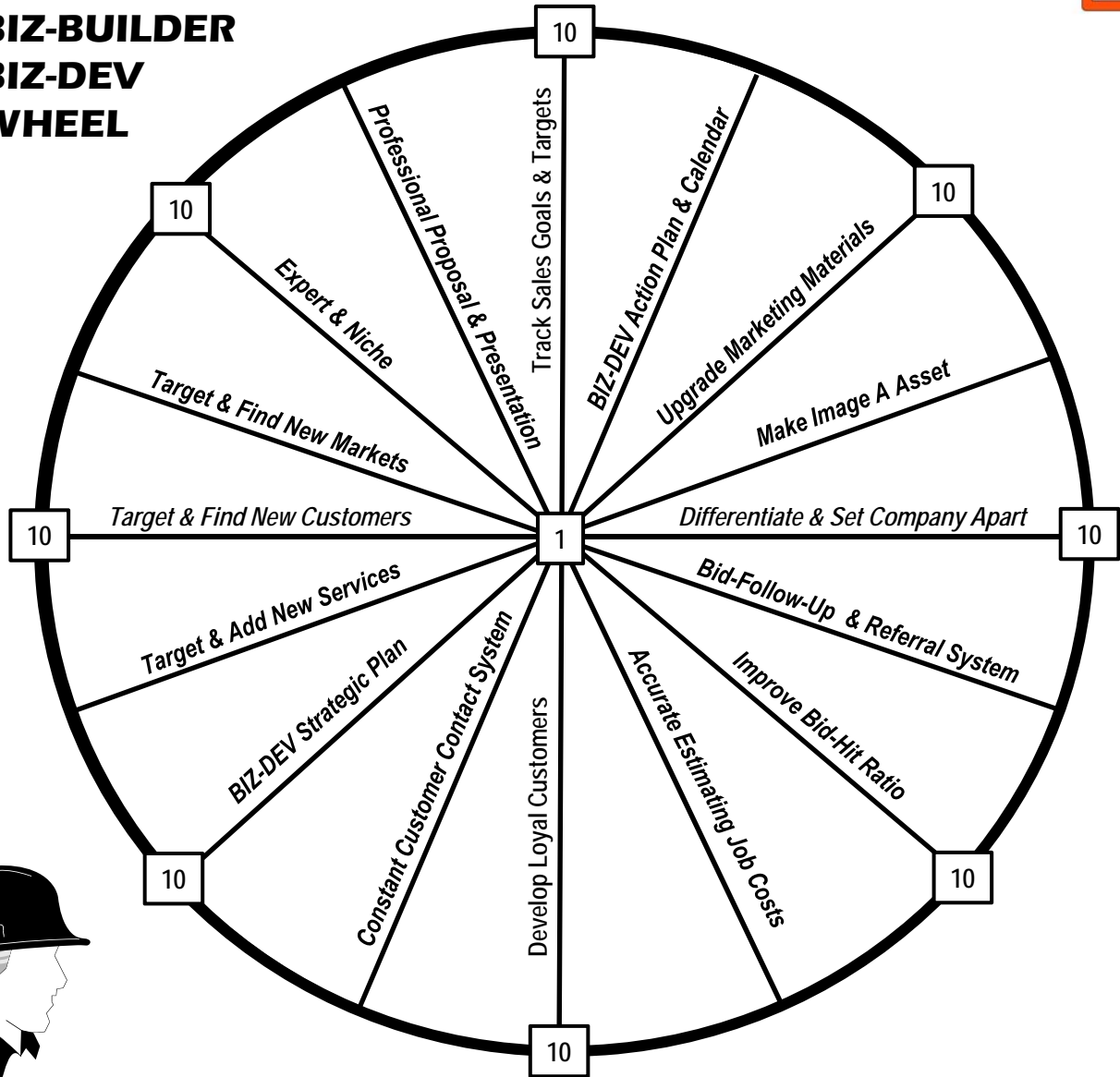


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**BIZ-BUILDER
BIZ-DEV
WHEEL**



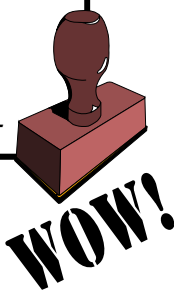
<u>Areas for Improvement</u>	<u>My Action Plan</u>
_____	_____
_____	_____
_____	_____

I Hereby Commit To Work "ON" My Business:

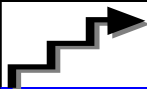
- Marketing _____ / Hours per Week

- Sales _____ / Hours per Week

Signed: _____ Date: _____



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Marketing & Sales Systems That Work!

By George Hedley

I'm playing golf and my cell phone rings. It's one of my best customers who tells me he just signed a lease with a manufacturing company for a new 60,000 square foot building to be built in Anaheim, California. He then asks me the magic questions: "Do you want to build it for me? If you're interested, can you attend a preliminary design meeting tomorrow at 9:00 a.m. at the architect's office. Are you in or out?" This is what I call 'customer magic!' My marketing and sales system is working!

What's your marketing & sales system?

Do you have a marketing and sales system?
A system to get customers to:

- Call your company first
- Only call your company
- Want your company to do its' work
- Only use your company
- Be loyal to your company

Do you have a 'loyal' customer strategy?

A great marketing and sales system will consistently deliver profitable work via loyal customers who use your company exclusively. An effective loyal customer strategy will increase profitable sales, create profitable customers, earn business at your price, and convert repeat customers to loyal. Is your loyal customer strategy working? Do you turn down more profitable work than you can handle? Are you making more money than your competitors? Is your flow of work steady and predictable? Are you in control of your sales volume?

Are you the same as your competition?

The prosperous economy over the last twenty years has created a stress on pricing and profits. There are too many competitors who compete with your company. Most companies, including yours, can do and want to do more work with their current resources. There is too much capacity for the total work available in any marketplace. This causes a downward price pressure and a very competitive work environment. The only way to get lots of work is to bid lower than you want to. In order to increase prices, you need to offer something different than your competitors. But most contractors continue to offer the minimum per contract or plans and specifications. Ask yourself:

- Why should customers only buy from your company?
- Should customers pay more to use your company?
- Are you different than your competitors?

Construction has become a commodity. Most companies provide good service, good quality and good prices. It really doesn't matter which contractor customers hire because most

operate the same. When you provide the same as your competitor, you have little chance to increase your profit margin and a slim chance to hit your bottom line goals. This allows customers to chart your course. In order to get what you want, you must offer more than your competitors. What do you do to stand out from the crowd?

What business are you in?

Successful companies today are different than their competition. For example, Wal-Mart strives to sell for less. Nordstrom offers great customer service. Mercedes Benz provides the best quality products. These companies are market leaders. They aim for the edge of the triangle. Most contractors strive to be all things to all customers: service, quality and low price. They aim for the middle and compete with everyone else trying to do everything for everybody. There is no money competing for the middle. In order to be effective with your marketing and sales systems, you must decide what you want to compete on: service, quality OR price. Without a clear focus of what you provide and what makes your company different, you'll never hit your targets.

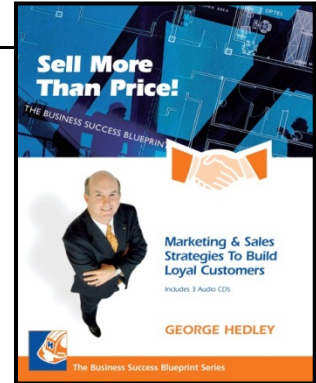
Why marketing and sales systems?

I am amazed at the number of companies who don't market or sell. They don't have a marketing program, a systemized sales plan, an updated brochure or website, a customer referral system, or a program to keep their customers loyal. These struggling business owners say: "I don't need to marketing or sales. I stay pretty busy bidding work and getting awarded jobs based on being low bidder. I tried a brochure once and it didn't really do much for us. And besides, I don't have time to take my good customers to lunch and get to know them. Low bid seems to keep us busy."

Without a marketing and sales system, it is impossible to get jobs at the price you want. You have repeat customers who use your company when you're low bidder. But to convert repeat customers into loyal takes more time and effort. This takes a systemized approach to marketing and sales. Without marketing and sales, customers run your business. They give you jobs they want, when they want, at the price they think is fair to them. You can't control your future without marketing and sales systems in place. There are only two times when you need to market and sell: when you need more business and when you don't!

Marketing and sales is finding a profitable opportunity or need in the marketplace and creating a business to satisfy it. It is everything you

... continued... page 1 of 4



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Marketing & Sales Systems - continued.....

do to promote your business from start to finish including all customer contacts, impressions, and service. It is making customers aware of what you do, how well you serve them, and creating the right perception of your company. It is also and more importantly, creating relationships that reduce the need to sell, negotiate, or cut your bid.

Marketing and Sales Tools

- Price
- Differentiation

Changing price will increase or lower sales, keep you busy or slow, provide cheap or profitable work, and give customers a perception of your company. If you lower your prices, it will only land more business if you make your customers aware of your actions.

Being different than your competition is another marketing and sales tool. By offering something more, unique, or different, you can set your company apart. For example, being perceived as the fastest contractor in your marketplace will get you more work at your price. If you are the recognized expert in hospital remodels, you will be able to get more hospital work than most other contractors. Another excellent way to be different than your competition is to have great customer relationships based on friendship, trust and confidence in you and your company.

An effective marketing and sales system will exploit your differentiators, maximize your relationships with loyal customers, and make potential customers aware of why they should only use your company.

Give customers what they want!

When your customers call, what do they want? They want you to help them solve a problem. Companies focused on helping customers, increase the odds of getting profitable contracts. The more you offer and do for customers, the more business you'll do with your customer. Your marketing and sales job is to discover what your customers need and want and then deliver it to them.

The number one reason customers stop using companies is because of an attitude of indifference. They don't think you care about them. Over time, companies take customers for granted, don't treat them with respect, stop treating well as they become necessary evils. Customers stay where appreciated and cared for.

Most companies fail to realize it takes five to seven times more energy and money to create new customers than to keep existing customers. Most spend more time trying to find new customers instead of working to make their repeat or loyal customers feel wanted and appreciated.

What do you do to show existing customers you care about them and their success? Here are a few ideas to help your customers and show you care about them:

1. Service & quality
 - Stay informed of project schedule
 - Do your own punch-list
 - Submit shop drawings on-time
 - Visit jobsite weekly
2. Provide ongoing customer education
 - Seminars
 - Books & cd's
 - Magazines
3. Recommend
 - Architects / engineers / consultants
 - Subcontractors / suppliers
 - Bankers / equity sources
 - Real estate brokers / title / escrow
 - Insurance / bonding
4. Be a business consultant
 - Review customer's systems
 - Field operations
 - Management ideas
 - Administrative checklists
 - Accounting tips
5. Improve their sales
 - Provide leads & customer
 - Take golfing & meals with potential customers
 - Take to association meetings
 - Offer joint marketing mailings
 - Pick-up & deliver plans
6. Samples & literature
 - Stock & restock samples & brochures
7. Customer friendly website
 - Be a resource
8. Send something!
 - Handwritten notes or cards
 - "I Appreciate You"
 - "Thanks" after a bid or meeting
 - Magazine articles
 - New product information
 - Samples or guides
 - Code updates
 - Ten tips or your report
 - Job photos
 - Greetings
 - Vacation Post Cards

Customer loyalty is the result of the quality of your relationship. By helping customers meet their goals and spending quality time with them, you will improve your marketing and sales success. Every

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Marketing & Sales Systems - continued.....

customer has different priorities and areas where you can help them become better business people. Identify each of your top customers and make a list of what they want, your action plan to help them, how you can show you care about their success, and your plan to convert existing customers from repeat to loyal.

Marketing & sales takes time energy and money

A small investment in sales and marketing will generate a big return over time towards your bottom-line. Most competitors don't spend any effort on this important area of their business. They figure if they do a good job, they'll get lots of work. This is true, if you like building a business based on being low bidder to drive sales volume! In order to make customers aware of your company differentiators and develop loyal customer relationships you must be willing to dedicate a small amount of time, energy and money to sales and marketing.

Create a customer motto

Start by creating a customer motto or slogan you can use in everything you send out. For example, my speaking business customer motto is *"Let's talk about building your business!"* Our construction company motto is *"Our goal is to help make your project a success!"* Customer focused motto's set your company apart from the crowd. Create a customer motto focused on what you DO for your customer. Use words that describe how you help or better your customer's project, business or life when they do business with you. Use your customer motto on your business card, estimates, proposals, invoices, letterhead, job-signs, trucks, etc..

Become the recognized expert

Experts make more money, get the first call from their customers, and get last look. Are you an expert? What do you specialize in? Do your customers know your expertise? Most construction trucks driving down the freeway say: "XYZ Construction Company, Commercial – Industrial – Residential." This describes them as a 'jack of all trades and a master of none!' I wouldn't call them to work on a hospital remodel or a commercial project or a house remodel. They are not experts. I bet they get their contracts by offering low bids on any type of work they can get!

When you start your marketing and sales system, you must decide what you want to become the 'perceived expert' in. More than one expertise is acceptable and often desirable. But your marketing message must keep focused on what your want to become known for. We have one main focus in our construction company: multi-building business parks. However, we also build self storage projects, office tenant improvements, and manufacturing buildings. Create separate marketing and sales materials that show you as an expert in only one type of product. Create separate marketing

materials for each of your specialties. If you're a plumbing company that builds medical and retail buildings, create two separate brochures and marketing campaigns focused on the target customers who want what your company offers.

You're in the people business!

Like it or not, you're not in the business of building. Those who realize they are actually in the people business make lots of money. For example, our flooring contractor we regularly use is in our office at least every week or too. He spends time with me and my project managers discussing the construction jobs plus personal things that affect our future. He shows he cares by asking us questions about our lives and family. He offers ideas and solutions to make our business more profitable. And he is fun to be around. By the way, he is also the owner of one of the largest flooring companies in the United States. But, he focuses his time developing loyal customers by getting to know them as people. Consider these questions about marketing and selling to your top customers:

- How much time do you spend with your customers?
- When did you take customers to lunch or a ball game?
- When was the last time you sent a thank-you note to customers?
- What do you do to get to know your customers?
- What is your system to build customer relationships?

No trust = no sales!

When you get to know your customer, you begin to build trust. Trust is earned over time. The more time you invest in a relationship, the more trust is built. When you have a trusted relationship with customers, they want to do business with you. This trust is built during 'face to face' time in relationship building sessions. Relationships grow when you are together having fun or discussing ways to help each other. These are best during a meal or at an event away from day to day activities of building a project. Think of a close friend. You build friendships by spending time with each other frequently doing fun things together.

The three steps to create a trusted relationship with customers are

- Familiarity – time getting to know your customer
- Awareness – making customers aware you care
- Frequency – lots of face to face time

To develop trusted relationships, your marketing and sales system must include time with your targeted customers in relationship building sessions. Frequency is the most important factor to build relationships. Create a 'Customer Contact Chart' to keep track of your top 20 customers you want to create trusted relationships with.

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Marketing & Sales Systems - continued.....

Customer Contact Chart

\$\$\$ ROE Customer Contact Date Contact

Type

- Loyal Customers
- Repeat Customers
- New Targets
- Referring Parties

Keep track of each of your top 20 customer targets and track:

- \$\$\$ - Rank by sales volume & profit
- ROE - Return on energy to keep customer
- Customer - Customer name and information
- Contact date - Date of face to face appointment
- Contact type:
 - FTF - Face to face appointment
 - F - Food
 - E - Event
 - M - Mail
 - O - Other

Your goal is to see your top 20 customer targets every 2 to 3 months. This will insure you maintain relationships that result in getting a majority of their work. The balance of your customer list should be contacted at least every 2 to 3 months via the mail. Send out something to your entire list to keep your company at the top of their mind. This will show you care and get them to call or refer you work when the need arises.

Remember, the goal of contacting your customers is to get them to call you. Stay in touch by sending customers things that help them grow their business. Mail magazine articles, postcards of completed projects, ten tips to build faster, or project checklists. These ideas can be created quickly with little expense. My marketing and sales budget is \$5.00 per customer per quarter. For every 100 customers on my 'Customer Contact Chart' we spend about \$2,000 per year. This breaks down to \$500 for mailings and \$1,500 for face to face relationship building sessions. This is a great investment of time and money and a small price to pay to create loyal customers who will pay us top dollar to do their work for them.

Marketing and sales systems are simple to maintain and generate big results. All it takes is a commitment to do it! Get started building an excellent company based on installing marketing and sales systems.

Chart customer care!

Make a chart of your top customers. Keep track and visit them in relationship building settings at least every two or three months. These settings must be face to face. They should include breakfast or lunch, trips to the ballgame, dinner meetings at your local associations, golfing, fishing or hunting. Anything that gets you together in a fun setting where you can really get to know each other.

One on one time will allow you to discuss what really matters to your customer. Their likes, dislikes, family, friends, and future. Find out how you can do a better job for them or give them better service. Build trust and confidence. Laugh, learn, and grow closer. Give them advice on how to grow their business or improve productivity. Discuss how they can do a better job and make more money. The key is to show them you care about their future success in any way you can. When you see a good business article or book on an area they are working on, send them a copy to show you care about their future.

Time is money. Meaningful time with your customers is big money. Remember, doing a good job, quality workmanship, bids, faxes, emails, job meetings, and phone calls don't count as relationship building sessions. Make it a priority to invest in your future by investing time in your customers. Customer care in a special way will return big cash and create loyal customers who only want to do business with you.

George Hedley owns a \$50 million construction and development company and Hardhat Presentations. He speaks to companies on building profitable businesses, leadership, and loyal customers. He holds 2 day in-depth boot camp "Profit-Builder Circles" open to construction company owners in an interactive roundtable format every 3 months. His "Profit-Builder System" includes proven tools to always make a profit, build equity, create wealth, win profitable jobs, motivate your people, and enjoy the benefits of owning a profitable company.

For information on Mr. Hedley's programs or to receive his free management e-newsletter, visit www.hardhatpresentations.com, call 800-851-8553, or e-mail him at gh@hardhatpresentations.com.



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Negotiate More Contracts! by George Hedley

Every year successful companies stop and take a look at their last 12 months and then make decisions and commit to their next year contract goals. Our ultimate goal is to negotiate most of our work as we attempt to convince our customers away from awarding construction contracts based on low price to negotiating with us on their next projects. This takes a concentrated effort and specific goals regarding our sales and marketing strategy. We use a 5 step approach to negotiate more contracts.

- Step 1.** Get on short bid lists (no more than 3 competitors) with customers.
- Step 2.** Get awarded contracts based on low price and then do a great job.
- Step 3.** Convert new and one time customers into repeat customers.
- Step 4.** Convert repeat customers into loyal customers.
- Step 5.** Negotiate every project with repeat & loyal customers.

What are your customer contract goals?

Does your company have a customer and contract strategy? Consider these following business development targets and goals as you think about what type of business you want:

- Lump Sum Bid Vs. Negotiated Contracts
- New Vs. Repeat Customers
- Repeat Vs. Loyal Customers

Our company typically strives for 25% new customers every year. We shoot for 75% repeat customers. Our strategy is to convert these repeat customers into 5 to 6 loyal customers who only use our company to build their projects. But, our biggest goal is to negotiate 90% of all of our contracts.

What are your goals?

As you consider seeking to negotiate more construction contracts, there are several factors to consider. The first is deciding what construction customers want. Today, every construction customer wants and expects you to meet a fast schedule, provide quality craftsmanship, and be very competitive. These project requirements are the minimum required to just get on their bid list. So, to convert a repeat customer to a negotiated loyal customer, you must provide more than what is expected. Customers who are willing to negotiate a contract, want more than the minimum construction services provided by most contractors and subcontractors.

What do customers want who negotiate contracts?

- Less risk
- No field problems
- Full service and value
- Open book communications
- Less headaches & no hassles
- No cost overruns or change orders
- An on-budget guarantee
- A guaranteed completion date
- Design assistance & coordination
- City approval & permit processing
- Utility company coordination
- Financing programs
- Expertise & technical skills
- Trained & competent field supervision

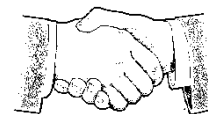
So, if you want to negotiate more contracts, the real question is: what else do you offer that your customer will value enough, to earn trust to negotiate a construction contract? Why should a developer or general contractor negotiate a contract or subcontractor with your company? If you don't offer more, shouldn't they just ask you to bid the project?

Negotiated advantages & disadvantages

Negotiating a contract with your customer has many advantages. But, the big disadvantage customers fear is leaving money on the table – not hiring the lowest price contractor or subcontractor. To overcome this preconceived notion that a negotiated contract will cost more, offer the following answers to your potential customer.

A negotiated contract will:

- Create common project goals & objectives
- Develop a single point of responsibility
- Enhance project communications
- Focus all project team members on solutions
- Ensure the project is not over-designed
- Provide full value to the customer
- Ultimately end up with a lower overall cost
- Complete the project faster
- Eliminate safety issues of concern
- Reduce field problems
- Reduce the customer's involvement of time
- Help eliminate disputes, claims & confrontations
- Stop adversarial challenges
- Get everyone on the same page
- Make the project a success for all
- Conflicting goals with low bid



The **traditional "design - bid - build"** approach to construction creates adversarial goals and roles between the owner / developer, general contractor and subcontractors. When companies are awarded projects based on providing the minimum per the project plans and specifications based on the lowest price, conflicting priorities and challenges will occur. These low bid companies protect their profit by maximizing their returns via: change orders, providing the manpower that best works for them, and not caring about the overall project goals. The pressures of pleasing several customers on numerous projects at the same time conflict companies awarded contracts based solely on price.

With a negotiated contract or subcontract, the customer has awarded the project based on getting full attention from the contractor, extra services they have committed to perform, and a goal to help make the project a success. This trust and contractual format binds the parties together with a common mission. This overcomes the low bid mentality and gets everyone working as a team.

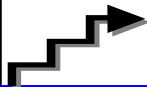
Contracts & Liability

The traditional lump sum bid contract places most of the responsibility on the owner or developer to guarantee that the bid documents, plans and specifications are perfect. The developer typically hires an architect who processes the plans through the City. Without any contractor input, the owner is on his own when problems, changes or conflicts occur. The contractors are only contracted to build what's on the plans and included in the specifications. No more or less. Any interferences from the developer such as field changes or poor plans will require a cost increase and extension of the completion date.

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Negotiate More Contracts! - continued

Using a negotiated contract approach, much of the responsibility shifts to the contractor or subcontractor from the developer. By negotiating, the contractor assumes much of the developer's liability and responsibility including some or all of the following depending on the specific contract negotiated:

- Design accuracy & complete plans
- Scope of work
- Site conditions & requirements
- Contract management
- Quality of materials
- Overall Budget
- Field conflicts
- Schedule

When the developer, general contractor and major subcontractors negotiate, they work together to determine the project goals. Then they assign responsible parties for the different project requirements, and then work together to make these goals become a reality.

Contract Clauses

When negotiating a general contract or subcontract, consider the following contract clauses that may entice your customer to negotiate with you:

Guaranteed Maximum Price – Offer a guaranteed maximum price based on an agreed upon scope of work. Work together to create the required scope of work for the project. Mutually develop a budget that works and is realistic. Guarantee that you will not exceed the budget and you have anticipated everything required to complete the project or your scope of work.

Fixed Fee – Rather than hide your profit from your customer, explain what it takes to operate your business, cover your overhead, and make a fair profit. Convince them your markup is fair and competitive. Then, offer a fixed overhead and profit fee for the project. A percentage fee gives the wrong impression - when costs increase, so does your profit. In the customer's eyes, this doesn't give you an incentive to help him reach the project's goals.

Open Book – Tell customers your books and job cost records are open for review. You hide nothing and your customer can participate in the financial, purchasing, and estimating decisions as you arrive at the guaranteed maximum price. At the end of the project, offer to show your customer every dollar you spent. If the final costs exceed the guaranteed maximum cost, your company will be responsible for any overruns. If your final cost is under the estimated guaranteed cost, you will share the savings with your customer.

Savings Clause – Offer a savings participation with your customer for every dollar you save under the guaranteed maximum cost and the final job cost. After you receive your contractor fee, offer to split the savings on a 75% - 25% or 50% - 50% basis between your company and the customer.

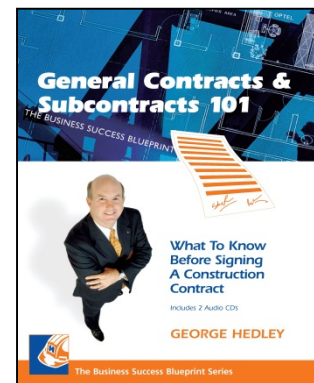
Change Orders – A fair markup on change orders should be anticipated. Markup you changes in a negotiated contract at the same markup percentage as you used when calculating the guaranteed maximum price. Don't charge more as it gives the wrong impression you want lots of changes. A tactic offer no markup on the first \$10,000 to \$50,000 in changes. This shows customers you offer a complete guaranteed maximum price that covers everything to complete the project without extras.

Contingency – Offer to carry a contingency fund in your contract for the exclusive use of your customer. As field problems occur, this makes it easier to work out small extras by using this fund for unforeseen items. At the project completion, refund any unused contingency to your customer.

Discounts – Offer all trade and material supplier discounts to your customer. Use a contract clause that states when discounts are available, the contractor shall inform the customer of them and ask for the necessary timely funds to maximize the discount opportunities. These discounts will then accrue to your customer who made the funds available.

Pre-Payment Options – As an added enticement to negotiate, offer your customer an early pay or no retention discount. Suggest if you are paid within 10 days of the completed work, you will offer a 1 to 5% discount for quick progress payments. Additionally, as you complete your scope of work, offer a 2 – 5% discount to not withhold the 10% standard retention from your final invoice for early payment in full.

Negotiating a contract with a customer is a privilege. Your customer has placed an extra level of trust in your ability to perform. The best way to develop trust is to have relationships based on several years of working together. The second best way to get a customer to negotiate with your company is to seek referrals from customers. Word of mouth and making loyal customer relationships a priority will insure you will negotiate more contracts in the future.



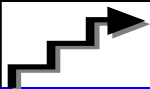
George Hedley owns Hardhat Presentations. He is the author of "Everything Contractors Know About Making A Profit" and 'The Business Success Blueprint' series. He is available to speak at your association or company on his Business Building Programs - a step by step system to build profits, people, customers and wealth. He also provides business coaching using his BIZ-COACH systems.

To receive more information, sign up for his free management e-newsletter, visit his online bookstore, call 800-851-8553, visit his website at www.hardhatpresentations.com, or e-mail him at gh@hardhatpresentations.com.

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Low Bid Is Not Enough! By George Hedley

Ever been low bid and didn't get the job?

Follow these ten tips to win more profitable work.

Bidding lots of jobs is not enough to guarantee a steady flow of profitable work in today's competitive marketplace. Successful general contractors and subcontractors have learned their bid is only one step in the sales cycle.

As a general contractor, we bid several jobs every month. For each project, we receive about 100 subcontractor bids for the 30 sub-trades usually required. On average, less than 15% of these bidders ever call us to present their bid, review their proposal, discuss their bid, or even to meet with us for any reason. When we don't hear from our valued subcontractors, we assume they don't have more to offer except their price. And when they finally do call, they only ask:

'How do I look?'

Do you sell more than price?

Most contractors and subcontractors are proud of their quality work, reputation, and personal service. And today's financial demands, project complexities, and tight schedules require project owners to often look for more than low bid. *But*, if they aren't aware of the added value contractors offer, the buyer has no choice but to evaluate and select based on price.

As a construction business speaker, I see thousands of different construction companies in all parts of the country every year. I recognize ten things successful contractors and subcontractors do to get more than their share of the profitable work. See how your company compares to this list.

1. Written marketing & sales plan – Companies that plan their future create their future. Write down your sales and marketing plan including sales and profit goals, customer targets, market areas, project types, sizes, and action steps to make it happen.

2. Marketing budget 2 to 4% of volume – Companies who invest in their future make more money than those who don't. Create an image, logo and marketing materials to build an impression of who you are and what you specialize in. Invest at least \$10,000 per year on marketing, mailings, flyers, customer events, meals, ballgames, golfing, thank-you gifts and cards to send to customers.

3. Customer relationship follow-up program – Identify your top 20 customers and spend time with them at least every 2 months in a relationship building settings like meals or events.

4. Target marketing mailing program – Keep a database of your loyal, repeat, and potential customers, and referring parties. Use a simple software program like 'ACT' to keep track. Mail something every 2 – 3 months to your entire list to keep your name in front of them to peak their interest and tell them what you can do for them.

5. Expertise, specialty or niche – Successful companies are known for being the best at something. Some are known for project types, or difficult jobs, or fast track, or design-build. To be the best, your customer must know what you specialize in. Let them know and tell them again and again.

6. Sales and presentation skills – To win great jobs takes professionalism, knowledge and confidence. Firms who are awarded more jobs are trained in sales and presentation skills and show up at the project interview with their team rehearsed and ready to impress.

7. Right place at the right time – Estimators are more than price givers. They are in the sales business and spend lots of time with their customers. To be at the right place at the right time, you must be in your customer's office at least once a week.

8. Referral solicitation program – The easiest way to double your sales is to ask loyal customers for a referral. Referrals don't come often without asking, and when asked, customers will give. A simple checklist is all it takes to remind you to ask.

9. Active in industry & community – Successful companies are seen by everyone, everywhere. They are active in their industry associations and community organizations. They serve on boards of directors and give time and money to make things better.

10. Cutting edge – Leading companies use the latest tools, techniques and technology to stay ahead of their customers. They show the future to their customers instead of complain about change.

If you want to increase your chances of winning more than your share of profitable jobs, consider implementing these ten tips. Make your bid only one small part of the selling process and join the list of very successful companies.

George Hedley owns Hardhat Presentations. He speaks to companies on building profitable businesses, leadership, and loyal customers. He also offers one on one business coaching and BIZ-GROUPS open to construction company owners in an interactive roundtable format. His "Profit-Builder System" includes proven tools to always make a profit, build equity, create wealth, win profitable jobs, motivate your people, and enjoy the benefits of owning a profitable company.

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Bug 'Em Til They Buy Or Die! By George Hedley

I hate cold calls. But I love it when future customers call me. So I developed a marketing plan that doesn't require cold calls. It's more like Chinese Water Torture you see in the old movies --- drip, drip, drip. I call it: "Bug 'Em Til They Buy or Die!"

3 Steps to Get Them to Call You:

AWARENESS: *Creates Interest in YOU*

INTEREST: *Keeps YOU at Top of their Mind*

TOP OF MIND: *Gets them to Call when they Need YOU*

Using my "Bug 'Em Til They Buy Or Die" plan builds awareness of you and what you'll do for them over a period of time. (Drip.) Awareness is based upon the Rule of Seven. You must have at least seven contacts with a future customer before they: *Remember your name, Feel they know and trust you & Will call you.*

In my business I use the post office to make future customers aware of me. (Drip.) My office mails something to everyone on our mailing list at least six times per year. (Drip.) Once is not enough. (Drip, drip.) But we don't just mail any old boring piece of mail. We send creative, different, unique, and informative "Bug 'Em Til They Buy Or Die" mail! (Drip.) We use a professional design firm to keep our image consistent. (Drip.) Orange is my branded color. Everyone recognizes my orange hardhat on every piece of "Bug 'Em Til They Buy Or Die" mail. (Drip, drip, drip.) I'm building awareness.

To create interest and be remembered, get different, crazy, and unique. Stand out from the crowd. Be clever, creative and fun. Never send the same old throw-away pens, ball caps and notepads that everyone else sends. Send professionally created materials that reflect your message.

Quality counts. Match your "Bug 'Em Til They Buy Or Die" mail to your future customer. I use a newsletter that looks like a blueprint for our construction customers but to attract bank investors we used traditional white stationery with blue ink. Future customers respond to the familiar.

To peak the customer's interest we mail cartoons, jokes, small hardhats, estimating grid notepads, coffee cups with hammer handles, golf tees, golf ball markers, chads from election ballots (during the Bush/Gore election) and American flags on the 4th of July! Once we mailed envelopes filled with nails and a banner: "When can we nail down your next job?" Last year I sent postcards from Vail, Colorado with this note: "Thanks to my loyal customers for sending me skiing. I appreciate your business!"

Remember your goal is not only to create interest but to create the right kind of interest in *you*. You have to tell your future customers what you want them to *remember about you*. To show future customers that we were more than a "local" company, we sent out maps indicating our project locations within a 100-mile radius. To create a perception of fast service, we mailed out "on-time schedulers." Tell future customers what you want them to remember - *over & over & over!*

Getting future customers to call you is a long (drip) slow (drip) process (drip) which requires constant (drip) action (drip) over (drip) time. It will take one to two years to be effective. Marketing is a drip-drip-drip process. It *never* is a one-time event. I've sent "Bug 'Em Til They Buy Or Die" mail every two months since 1984. I've never stopped because it works! I always get lots of future customer calls after every mailing. They call me!

And it's affordable! We typically mail "Bug 'Em Til They Buy Or Die" mail to 1,000 to 2,000 future customers six times per year. The average cost (including postage) is \$1.00 to \$2.00 for each piece we mail. (Drip, drip.) Our annual "Bug 'Em Til They Buy Or Die" budget for six mailings runs between \$6,000 to \$12,000. (Drip.) It's worth every penny-times ten!

We use a \$200 database contact software program to keep track of future customers. The software sorts by address, industry, customer type, or any other criteria we need. You can also create personalized form letters to mail. It only takes a few minutes to print 1,000 mailing labels! Easy.

We dedicate four hours every month to our "Bug 'Em Til They Buy Or Die" mailing program. We constantly look for great ideas, articles, perfect mailing pieces and photo opportunities. To remain consistent, we've used the same professional design firm for over 20 years. But you can easily hire local marketing or graphic design students from nearby colleges to help you get started.

After we select and design our "Bug 'Em Til They Buy Or Die" mail, the task of creating it in-house, using an outside promotional products vendor, or getting it to the printer is simple. When we are ready to mail, we use temporary help to print the labels, assemble the packages and stuff the envelopes. Done.

I like the old saying: "Any plan is better than a perfect plan never executed." **The key to "Bug 'Em Til They Buy Or Die" is to DO IT!** Every two months! Rain or Shine! So get started today and future customers will call you!

For information on Mr. Hedley's programs or to receive his free management e-newsletter, visit www.hardhatpresentations.com, call 800-851-8553, or e-mail him at gh@hardhatpresentations.com.



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Thanks, But No Thanks! By George Hedley

Over the last twenty five years, our construction company has built over 500 projects and hired at least 10,000 subcontractors. As I think back, I don't recall receiving a thank-you note from a subcontractor, ever! For any reason. It seems like the art of appreciation for your customer has become a forgotten art form. Business owners and managers tend to take good customers for granted over time. Companies must think doing a good job is thanks enough. I disagree!

Unexpected Thanks!

Just a few weeks ago, I received an unexpected thank-you note and personalized gift from one of my speaking clients for doing more than I was paid to do. I took some extra time to help them with their company's marketing strategy. A few days later, a big Fed-Ex package appeared at my office. To my surprise was a gift box filled with six frozen T-bone steaks and stuffed potatoes! A little hand written card from Ronny Jones said: "George, thanks for taking the time to help my business. I appreciate your input and advice."

Wow! I was surprised and impressed. I immediately called Ronny and thanked him for the uncalled for, but appreciated gesture. In his low-key humble way, Ronny said: "Golly, it was no big deal." Guess what? It was a big deal to me! I will always remember Ronny for that small token of his appreciation. He didn't have to send me a gift. He didn't have to write a thank-you card. But he did! And most don't. That sets him apart from the crowd. That makes him special! Simple little gestures return 1,000%. The next time I have an opportunity to do business with him, I will go out of my way to make it happen. I want to do business with people who care about me, respect my time, and appreciate me. Wow! He really cares about his customers! Do you?

Thank Them!

Want to get more profitable work? Want to make your repeat customers loyal? Want to sell more than price? Want to set yourself apart from your competition? Want to show your customers you care? *Thank them!* A little thanks goes a long way. Small tokens of appreciation and unexpected thank-you's get you remembered. Normal holiday cards and gifts are expected and don't give the punch that an out of the ordinary gesture creates. Make it a habit to thank your clients on a regular and unexpected basis.

One A Day Vitamins

My personal goal is to send out one hand written thank-you card to a client, potential client or referring party every day. On an annual basis, my goal is to thank each loyal and repeat customer at least three times in writing. I want to tell them I appreciate the opportunity to do business with them. I want to thank them for letting us be on their team.

Occasionally I also send out a small gift of appreciation as well. The key is to do it. It only takes a minute. These notes, cards and gifts work like "One A Day" vitamins. They keep your bottom-line healthy.

Your notes need only be one or two lines long. Short notes make big statements. Always handwrite them including the envelope. I look for top quality, different, interesting, fun or success orientated cards to send out. The more unique the better.

You can also send along business books, funny cartoons, business articles, something fun, business tips guide, tickets to sporting events, invitations to association meetings, or gift certificates to their favorite restaurant. Anything you send should focus on them, not on you. Never send out marketing materials with your thank-you's as that implies you are selling instead of appreciating.

A Little Goes A Long Way

It is amazing how little it takes to set yourself apart from your competitors. A little gesture goes a long way. The return on thanks will amaze you *if* you give them out. Don't stay stuck in the normalcy of "Thanks, but no thanks". Start today. One a day. OK? Just say thanks and I appreciate you!

George Hedley owns Hardhat Presentations. He speaks to companies on building profitable businesses, leadership, and loyal customers. He also offers one on one business coaching and BIZ-GROUPS open to construction company owners in an interactive roundtable format. His "Profit-Builder System" includes proven tools to always make a profit, build equity, create wealth, win profitable jobs, motivate your people, and enjoy the benefits of owning a profitable company.

For information on Mr. Hedley's programs or to receive his free management e-newsletter, visit www.hardhatpresentations.com, call 800-851-8553, or e-mail him at gh@hardhatpresentations.com.



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