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Positioning Your Company for the Future

How to Structure Your Organization to
Adapt to the Coming Changes

“Construction industry could remain beleaguered in 2012”

“Federal construction programs face looming budget cuts”

“Hopes for a robust U.S. recovery this year have died”

“Cost of materials 5.45% more than end of 2010”

“CBO predicts higher deficit, unemployment than forecast earlier”

“Compliance with new hiring quotas will be burdensome”

Experts say odds are rising for \$5-a-gallon gas in U.S.

“Companies face a flood of rules from regulators”

“States brace for the effects of an insolvent highway trust fund”

“Construction industry remains uneasy over rising diesel prices”

Pre-2009 Economy

Booming building industry

Abundant opportunities

Good people

Positive changes in customer priorities

Increased emphasis on “customer experience”

Collaboration, teamwork

2009 to Present

Contracting building industry

Limited opportunities

Budget-minded clients

Negative changes in customer priorities

Less interest in “customer experience”

Fierce competition

“Public-private partnerships are key in infrastructure upgrades”

“Weighing two ways to privatize infrastructure”

“Material innovation: Building for a sustainable future”

“Modular construction boosts efficiency of construction projects”

“‘Creative financing solutions’ needed for U.S. infrastructure”

“Bacteria could heal ‘concrete cancer’ in buildings”

“Roof tiles seek to reduce air pollution”

“Demand for energy-efficient building retrofits could soar in U.S.”

“Technology focuses on the greener side of construction”

“Net-zero will change the look/feel of buildings in the future”

"Successful contractors will be the ones that are willing to embrace technology...

Accept new ways of doing business...

And most importantly, build strong connections with a range of people...."

Joe Jarboe, AGC President
2012 AGC National Convention

Past Determinants of Success

**Booming building
industry**

Good People

Good product or service

**Willpower
(Git 'r Done Mentality)**

**Bid/Take Just About
Everything**

Do Good Work

Future Determinants of Success

Strong Leadership

Mission Clarity

Defined Strategic Plan

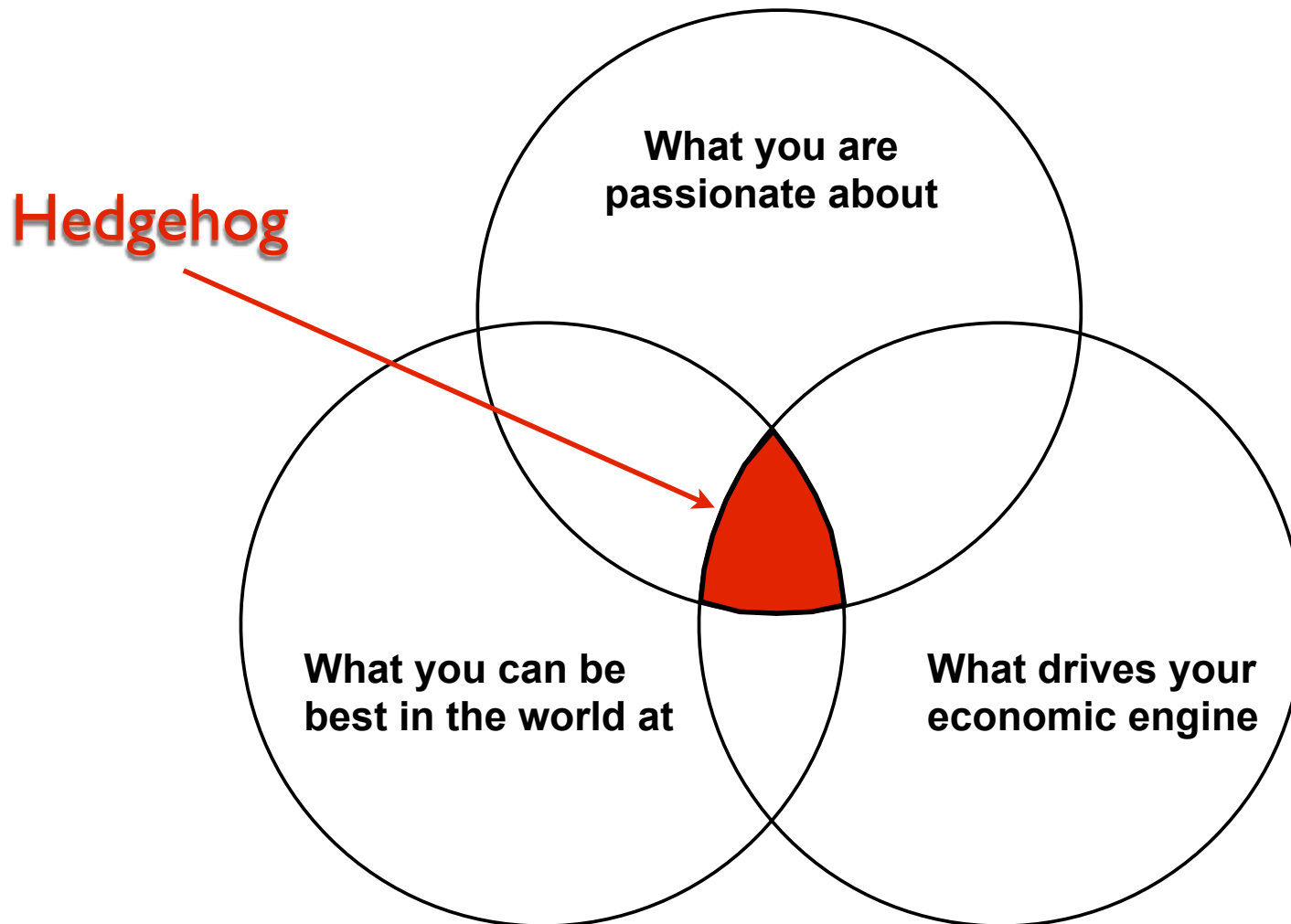
Engaged Workforce

**Differentiated product
or service**

Learning Organization

**Business Development
Focus**

POSITIONING YOUR COMPANY FOR THE *Future*



Jim Collins, *Good to Great*

“If all you're trying to do
is essentially the **same thing**
as your rivals...

...then it's unlikely that you'll
be very **successful.”**

Michael Porter

POSITIONING YOUR COMPANY FOR THE *Future*

- Does **LOWEST PRICE** mean lowest “cost?”
- Does **LOWEST PRICE** mean best final result?
- Does **LOWEST PRICE** mean innovative solutions?
- Does **LOWEST PRICE** ensure attention to detail?
- Does **LOWEST PRICE** ensure common sense will be applied to issues?
- Does **LOWEST PRICE** ensure cooperation between parties?
- Does **LOWEST PRICE** create understanding of customer’s intent?
- Does **LOWEST PRICE** guarantee expertise?
- Does **LOWEST PRICE** provide opportunity to adapt to new technology?
- Does **LOWEST PRICE** allow for best practices?
- Does **LOWEST PRICE** create the best customer experience?
- Does **LOWEST PRICE** mean a full complement of resources can be accessed?
- Does **LOWEST PRICE** mean timely support and follow-up?
- Does **LOWEST PRICE** mean on-time?

Does **LOWEST PRICE** *create a standard that ensures clients get what they want?*

You win the pitch when you link your
LEVERAGEABLE ASSETS
to your audience's hidden agenda

Kevin Allen

Leverageable Assets

Relationships

Unique resources

Strategic Partnering

Niche Expertise

Client Experience

Total Cost of Construction

Design Innovation

Supply Chain Management

Technical Innovation

Logistics Management

Unique capabilities

Agility & Responsiveness

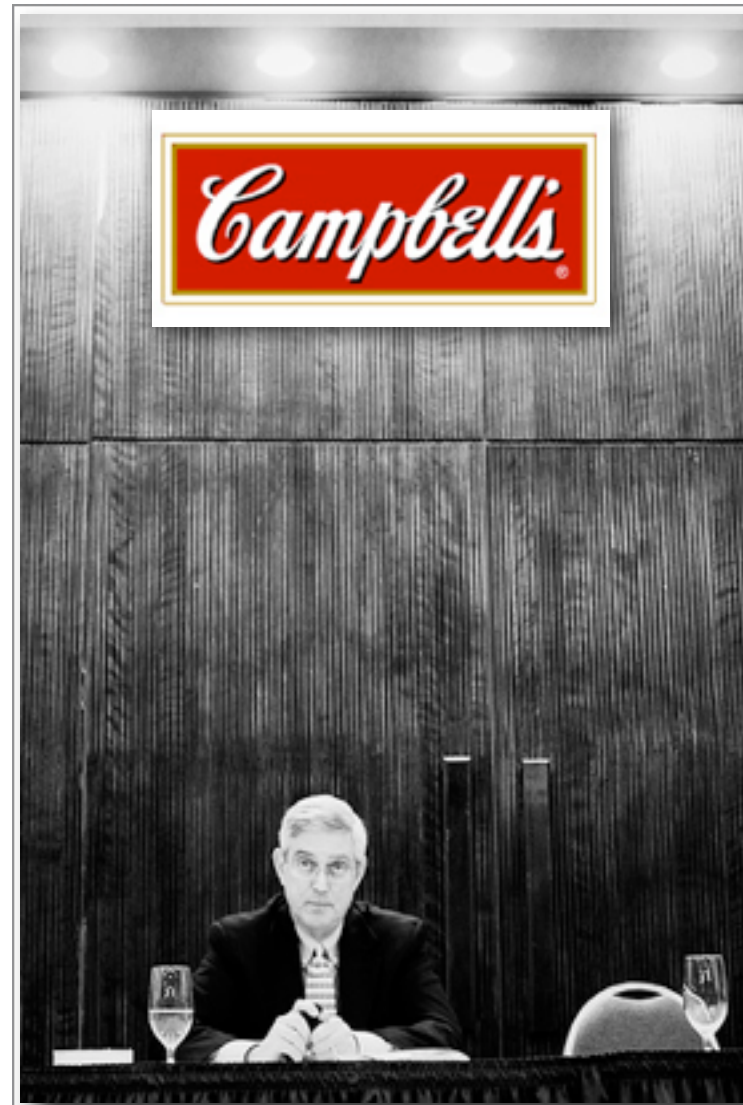
POSITIONING YOUR COMPANY FOR THE *Future*



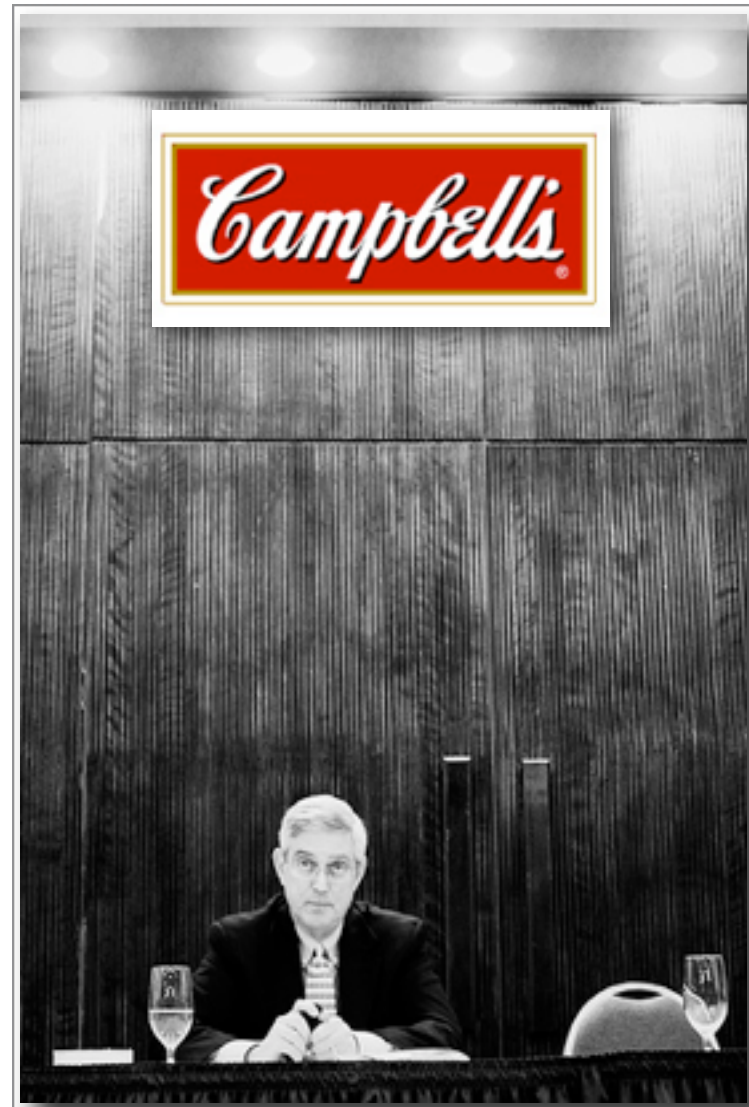
CULTURE
eats strategy
for breakfast.

Peter Drucker

“I strongly believe that
you can’t win in the
MARKETPLACE
unless you win first in the
WORKPLACE.



“You can’t ask
employees to achieve
extraordinary results
if they’re not fully
ENGAGED.”



“...harsh, hard-driving,
‘RESULTS-AT-ALL-COSTS’ executives
actually **diminish** the bottom line.”

“...self-aware **LEADERS** with strong
interpersonal skills deliver better
financial performance.”

Green Peak Partners. “What Predicts Executive Success?” 2011
study conducted by research team at Cornell University's School
of Industrial and Labor Relations.

POSITIONING YOUR COMPANY FOR THE *Future*



“If you can't describe what you are doing as a **PROCESS**, you don't know what you're doing.”

W. Edwards Deming

Business development...is the strategic integration of marketing, **SALES**, and customer service efforts.

FMI, 2012 Business Development Survey

Why *Opportunities* Are Lost

Failure to differentiate from competitors

Pursue the wrong opportunities (bad fit)

Fail to identify all decision makers

Fail to understand the client's needs

Make too many assumptions

Fail to identify critical issues

Ineffective presentation

Lack of credibility

Failure to build trust

- 1. Assess your business model**
- 2. Identify your competitive advantages**
- 3. Focus on the “bus”**
- 4. Develop a “selling” mentality**

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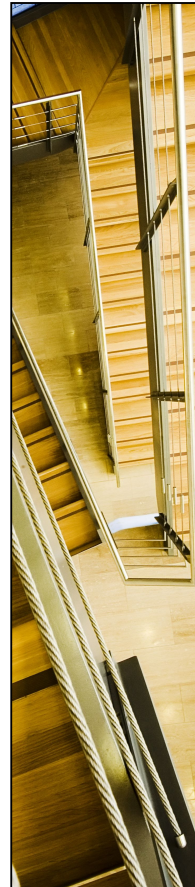
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Thanks!!



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Your Sales Potential*

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