



How to Revolutionize Your Annual Sales Planning

4 steps to align your team & drive your strategy

In today's competitive environment, builders must focus their energy to ensure that all members of the organization are working toward the same goals. This is where a sales and marketing plan comes into play—providing direction and focus for all employees.

It points to specific results that are to be achieved and establishes a course of action for achieving them. A sales plan also helps the various departments within your company to align themselves with common goals. Without a clear plan, expectations are developed in a void, priorities change constantly and there is little or no alignment with common goals. You may already have an intuitive sense of your sales strategy—you know where your organization needs to be and many of the key sales and marketing activities that will get you there.

However, many times the strategy remains a virtual plan—locked in the heads of management and not well-communicated throughout the organization. When your management team, business development, marketing, operations and even your customers know where you're going, you position yourself for more predictable success.

Getting it Done

Once you recognize the need to plan, you now have to get it done—facilitating the buy-in and commitment of your leadership team, seller-doers, and your business development and marketing team. The planning process

doesn't have to be complicated, but it takes some preparation and commitment. Here are 4 steps to help you get started:

1. Understand where you are today. Like all journeys, sales planning starts with a known position from where you can chart your course to achieve your goals. Start by taking stock of your company's strengths and weaknesses. Research what your competitors are doing. Identify current trends in the industry and clearly identify who your customers are. Most importantly, take time to ask your customers what you can do better to meet their needs.
2. Clearly define where you want to go. Set S.M.A.R.T. goals (specific, measurable, achievable, realistic and time-bound) for your team so you can measure progress toward your goals. Make sure you clearly identify who is responsible for what and by when. In sales, goals are the engine of productivity. One of the most powerful things about establishing specific and measurable goals in your sales plan is that they become your scorecard—providing indicators for how well you are implementing your plan. These indicators allow you to look critically at your sales and marketing activities and to adjust on a regular basis.

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About The KYTC

The goal of the DBE Supportive Services Program is to increase the number of DBEs participating on KYTC contracts and facilitate the opportunity for DBEs to obtain contracts. The services are designed to:

- Assist established construction firms to move them from bidding as a subcontractor to bidding as a Prime Contractor to produce sound bids.
- Provide access to training increases DBE expertise in handling of daily business operations.



About The Program

The Construction Estimating Institute (CEI) works with KYTC as the statewide provider of the federally funded Disadvantaged Business Enterprises (DBE) Supportive Services Program. We want to increase the number of certified DBEs participating in highway and bridge construction, as well as assist DBEs in growing and eventually becoming self-sufficient. Additionally, CEI provides supportive services by assisting prime contractors and consultants with identifying DBEs for subcontracting opportunities on priority projects.

How to Cut Costs & Plan for a Future Beyond COVID-19

Developing a strategy for handling cutbacks in the pandemic

As leaders steer their businesses through the fog of the coronavirus pandemic, fear and uncertainty are often two unwelcome, but likely, drivers of business decisions. COVID-19 related disruption is causing widespread panic. When companies sense a financial pitfall, it's tempting to cut costs—and to do so promptly. However, aimless, short-term cost-cutting initiatives that are not connected to a strategy can cause irreparable damage in the long term.

Strategy must be the driver for cutting costs—not an afterthought. Research reveals that most companies' large-scale cuts are unrelated to their strategies. By narrowly focusing on cutting costs for today, companies are neglecting the critical insights that lead to sustainable expense reduction for the future.

When margins are squeezed, many companies' knee-jerk reaction is to cut expenses that are easy to pinpoint, often eliminating fixed costs such as head count and overhead. Careless cost-cutting initiatives, such as head-count reductions, can have negative implications to morale and operations. In addition to unforeseen opportunity costs, cutting fixed costs yields a lesser impact on profitability than decreasing variable costs. For example, Coltivar research revealed that by decreasing fixed costs by 1%, nonresidential builders experience a mere 1.7% positive impact on profitability. In contrast, by reducing variable costs by 1%,

nonresidential builders can capture a 25.1% positive impact on the bottom line.

Cost-cutting initiatives must be driven by accurate data and work in tandem with a larger umbrella strategy. It's a quick fix to lay off 10% of the workforce. It's an effective solution to determine how to innovate the delivery model to be leaner, more productive and more impactful. Effective cost management calls for a strategic program that regularly evaluates opportunities to redesign, restructure and reallocate in your firm.

A cost management program allows you to analyze your strategy and align your budget to make informed cost-cutting decisions. Examining your strategy components, organizational advantages and activities can reveal where and how you generate value for the customer and capture value for your company. In doing so, you can use data and strategy to prioritize important investments.

Examine Organizational Advantages

The goal of this high-level analysis is to understand your advantages, defined as unique conditions or elements that position your organization ahead of its rivals. The following three sources of advantages allow companies to create and capture outsized value.

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Supportive Services Offered:

- Estimating Training
- Building Capacity
- Mobilization Financing
- Bonding Assistance
- Marketing Plan Development
- Creating a Business Plan
- Building a Website
- Plan Reading



Within the past 3 months,
CEI assisted DBEs
in obtaining

**\$6 MILLION
IN BONDING!!**

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CEI is an educational organization providing the highest quality construction training in the industry. Over 100,000 owners, estimators, project managers, field supervisors, office support staff, foremen, laborers, and key management personnel have attended courses that are offered nationwide. The courses provide students with construction skills training and the critical information needed to be effective within their companies and organizations.