

THE DIRECTION WE'VE CHOSEN

SMWIA and SMACNA have, through a national joint task force, been actively addressing one of the most crucial issues facing both organizations—**Market Expansion**. In the very simplest of terms, without a solid, creditable partnership between SMACNA and the SMWIA, we cannot grow. Without vision about where we want to go and a willingness to take risks and embrace change, both the SMWIA and SMACNA will falter and become observers as the industry transitions to meet the needs of today's customers.

For now, consider that the SMACNA/SMWIA joint effort to date has produced some remarkable results. First and foremost, we have learned to agree on what our collective position is in the marketplace. From that experience we studied both successful and challenged areas of the country to get a better grip on what works and what doesn't work or if you prefer what are "**Best Practices**." We have, using union and management representatives from the national level, shared best practices in 16 areas with local union and management representatives.

The most significant best practice is that labor/management cooperation guarantees increased market share.

We discovered by way of our joint activities more about customers and that decision makers (those who select contractors) in the construction industry really do not know who we are and what we do.

In response to reality, we have mapped out an approach so that in the future, building owners, general contractors and all other decision makers will know that we deliver:

- Quality commercial and residential HVAC systems, including design, fabrication, construction, maintenance and service using a trained, skilled workforce;
- Sophisticated architectural metal applications to, in and on buildings using a trained, skilled workforce;
- Industrial sheet metal work based on standards accepted world wide and using a trained, skilled workforce; and
- Unique and custom metal fabrication and installation such as kitchen equipment and interim metal applications, again based on widely accepted standards using a trained, skilled workforce.

We will soon launch our first effort with a focus on **HVAC Expertise** with an emphasis on other markets to follow. We will start by having a large internet presence. We believe based on today's realities that the internet will be the best way to appeal to customers. Soon we will have a resource

that will have an appeal to consumers seeking HVAC Expertise. If a consumer from any market area is looking for quality commercial or residential HVAC systems, we will tell them what they should know and ask before making a decision. We will take them to a contractor in their area capable of providing the products and services they need. We will seek to make www.hvacexpertise.com the most popular point of reference in the HVAC industry.

We also understand that we have a joint and on-going responsibility to do a better job at communicating with you. To that end, we jointly published two editions of *Partners in Progress* in 2002 and plan on publishing four editions this year. We believe that *Partners in Progress* is the best way to tell you about your organizations and the resources available to you. We will also share with you what is happening in other areas of the country.

In time, we see *Partners in Progress* as a tool to tell our customers who we are and what we do. When you think about it, the tools, resources, policies, programs we develop says volumes about what we do to ultimately meet customer needs. **We develop world wide construction industry performance standards to permit and promote quality installation and service using a well paid, trained, skilled union workforce.**

MARKET EXPANSION PREVIEW

In the coming months, you will be informed about the results of decisions made over the last 18 months. For example, you will:

- See more about market expansion efforts based on two pilot projects currently underway. The pilot projects program



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will provide us and you with the model and tools, as well as an understanding of the environment , necessary to regain market where it has been lost, to grow and expand in areas were we are stagnant and to avoid the mistakes that result in a decreasing market share.

- See existing SMACNA and SMWIA market expertise defined in terms of existing standards, resources and programs already available though the SMWIA and SMACNA and our partnering organizations, ITI, SMOHIT and NEMI.
- See the development of the most comprehensive source of HVAC and sheet metal information via another joint project, an existing internet site, www.sheetmetalpartners.org.

The site will become the opportunity for the industry to share local best practices as well as become a massive index of existing services and products available from all organizations participating in this joint effort.

- Hear about an ambitious and worthwhile joint effort to sponsor a Sheet Metal Industry Week Program in May of 2004.

When we first embarked on this joint effort we cast it in terms of marketing but over time, we recognized that what we really were talking about is market expansion.

There are significant contracting and employment opportunities in today's market place. We need to capitalize on existing resources to enter or enhance our position in those markets and the Market Expansion Program can do just that.

In other instances and certain parts of this great country, we need to do better. Our Joint Market Expansion Program will direct our efforts at making SMACNA contractors and SMWIA members a vital part of the construction industry everywhere.

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DECISION MAKERS—
THOSE WHO SELECT
CONTRACTORS—
IN THE CONSTRUCTION
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REALLY DO NOT KNOW
WHO WE ARE AND
WHAT WE DO.**

Fraternally yours,

Sincerely,

Mike Sullivan
President
SMWIA

Jack Desmond
President
SMACNA

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