

Agenda

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Positioning to Enter New Markets

Evaluating Potential

Assessing Risks



Positioning to Enter New Markets

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- Business well established
- Readily available capacity
- Financial stability (Staying Power)



Positioning to Enter New Markets

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- Flexible, trainable supervision
- Cooperative union relationships
- Understanding the competition



Evaluating Potential

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- Is there really a demand?
- What is the size of the market?
- Do the potential customers genuinely need it?



Evaluating Potential

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- Can the potential customer afford it?
- Is there an ongoing demand?
- Is the technology tested?



Assessing Risks

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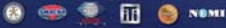
- Productivity inadequately tested?
- Estimating with little historic performance
- Labor force with limited experience



Assessing Risks

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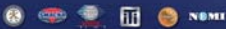
- Field supervision with limited familiarity
- Customer expectations uncertain
- Permitting and inspection capability



Managing Risk

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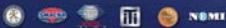
- Size of project is critical
- Location of project really matters
- Selection of personnel essential



Managing Risk

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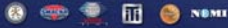
- Top management oversight necessary
- One success is not conclusive
- Can you afford the entry costs?



Review Common Elements of Business Failure



- Change in size of project
- Change in geographic area
- Change in type of work
- Change in key personnel
- Change in managerial maturity



New Markets



- Often worth the risk
- There may be an entry cost
- The Training Edge
Gives Union Contractors an Advantage



Unions and Contractors Can Win



With Shared Goals and

Cooperative Effort