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# HOW TO GROW YOUR RESTORATION BUSINESS

*You Can Double Your  
Business in 18 - 24 Months*

## **TABLE OF CONTENTS**

<b>About The Author .....</b>	<b>Page 3</b>
<b>Preface to the Second Edition .....</b>	<b>Page 6</b>
<b>Introduction – You Can Grow Your Business .....</b>	<b>Page 7</b>
<b>Chapter I—How to Accelerate Your Top Line Sales Growth .....</b>	<b>Page 10</b>
Do You Dream of Becoming an Insurance Contractor?.....	Page 10
Consumer Services .....	Page 13
Additional Ways to Grow Your Restoration Business .....	Page 16
Three Government Agencies in Your Community .....	Page 16
Local Fire Services .....	Page 16
Agents, Plumbers, Property Managers .....	Page 17
Lead Generation, Website SEO & AdWords Campaigns .....	Page 21
How to Diversify Your Revenue Streams and Protect Your Business.....	Page 22
<b>Chapter II—How to Achieve Greater Profits for Your Business .....</b>	<b>Page 24</b>
Higher Profit Margins for Every Stream of Income .....	Page 24
Get Paid Every Nickel, On Every Job, Every Time .....	Page 25
Increase Per Job Profit Margins Through Wholesale Sourcing .....	Page 26
Who Determines What You Will Pay for Labor & Material? .....	Page 28
Job Costing Isn't for Dummies!.....	Page 30
Putting It All Together.....	Page 31
<b>Chapter III—On Trend Marketing Strategies that Produce the Results You Want .....</b>	<b>Page 32</b>
What Marketing Strategies Really Work? .....	Page 32
Marketing to Third Party Administrators and Insurance Carriers .....	Page 34
Become a Full Servicer Contractor.....	Page 35
Satisfy Your Customers .....	Page 37
Differentiate Your Company from Others.....	Page 39
Are You a Roofing Contractor?.....	Page 40
Working with Commercial and Residential Plumbers .....	Page 42
Get to Know Property Managers.....	Page 43
City Contracts May Be Available In Your Area.....	Page 43
Become a Fire Services Contractor.....	Page 44
National Specialty Contractors Are Looking For You! .....	Page 45
Where Does This Leave you?.....	Page 46
<b>Chapter IV—Who Is Interested In Growth? .....</b>	<b>Page 40</b>
Owners Who Want to Grow Their Business .....	Page 47
Sellers Who Want to Maximize The Sales Value of Their Business.....	Page 48
Buyers Who Want to Build a Growing Business.....	Page 49
<b>Chapter V—Effective Business Coaching Can Help You Build the Multimillion Dollar .....</b>	<b>Page 51</b>
<b>Business You Have Always Dreamed of Having</b>	
<b>Contact Me TODAY! .....</b>	<b>Page 54</b>

## **Our Personal Story**



I remember the very first day I began my journey as a restoration company owner. There was one van, one technician, a ton of equipment, and me. That was it!

Nine years later we had become an award-winning, hyper-growth company and sold our business for top dollar. I was 62 years old and had been married for seven years. Nearing the retirement years as “newlyweds” my wife and partner in business realized that we had grown a company that if sold, could provide for all of our financial hopes and dreams for the future. We decided to do just that and entered the next chapter of our dream life together – retirement!

Both my wife and I are entrepreneurial leaders, intuitive business managers, and we each possess a strong innate ability for business development. We do everything together. That was true during the growing years of our business and remains true today. When you see one of us you will likely find the other nearby.

Jackie is my wife's name and we call ourselves inseparably, *The2Jacks*. While most couples can't tolerate living and working in such close proximity we wouldn't have it any other way. We spent many an evening dinner or leisurely weekend problem-solving, strategically planning, and preparing for our next wave of growth. We are a synergistic couple. We make each other better and improve upon each other's thoughts. I don't say this to boast, though it is one of the characteristics about us that I love the most – but rather to suggest that finding a synergistic and complimentary person in your life will help you on your business journey to growth too.

Our collective learning came about by trial and error. Most owners learn that way and it is filled with pain and problems, and leaves a fair share of scars and bruises. That's just how trial and error is. Some efforts work and others don't, and for every one that doesn't it creates problems for yourself from which you have to dig yourself out.



In our current work as business coaches I frequently tell contractors that while growing our business I always was aware of just how much it would mean to me if I had another business owner who ran a company similar to mine to whom I could talk. There were so many questions that I would have asked and so much I could have learned. I have learned that growth occurs more rapidly and with fewer problems if you just know what to do. Makes sense doesn't it? The problem is most of us don't know what to do, so we use trial-and-error to test various approaches until we find one that works.

I would also have liked to talk frequently with an owner of a company that had gotten to the next level of company growth. Imagine if someone could provide a map of the do's and don'ts of business growth. Do this, and don't do that. Doing this will get one result, but doing the other will produce something entirely different. Imagine being told "Here are your five best opportunities for growth and I would tackle them in this order." That counsel and guidance would be invaluable.

How many questions do you think you would have if you had access to these priceless and precious relationships? What price would you put on the value of that availability? How much emotional and physical energy and financial cost might that relationship save you? How much faster and better would you be able to grow your businesses?

That is what The Restoration Entrepreneur is all about – helping you grow your business! Our name most fully embodies who we were in the past, who we are today, and who we serve now – you, the restoration entrepreneur! Today we provide that friendship, mentoring, and coaching to others on the path to growing their business.

But back to our story and how we got here!

Over nine years we grew an average of nearly 50% annually. Whatever our revenue mark was from the previous year's ending, we added another 50% to our growth the next year, and the next, and the next.

We had been selected by:

- 5 of the 8 National Third Party Administrator Networks
- Nearly 30 insurance carriers through preferred contractor programs
- 3 federal government agencies to complete rebuild for local grant recipients

We were selected for a number of local, state and national awards:

- Contractor Connections honored us with the Golden Hammer Award which is presented to the top 5 percent of Network Contractors as a Top Performer.
- Forbes Magazine awarded our company the Best in Business for Colorado Construction and wrote a feature article on our company for the magazine.
- Professional Remodeler awarded us the America's Top Remodeler Award.

The investor who bought our business did so because he believed that he found a company that represented the industry's best practices, and as a result planned to franchise it across the country. What an incredible journey!

We achieved our goals in business. We found our personal limit to "when is enough, enough?" and sold our business. Back then during our growth years we turned our focus inward toward one another and empowered each other to bring out the best of who we each were and what we could do best in managing and growing our business. Today, together we have turned our attention outward toward others in our joint effort to help business owners be the best they can be at developing and growing a business that will one day meet their retirement needs as our company has done for us.

Establishing a construction division, expanding your service coverage area, securing program work – growing your business is really not that hard to do. You just need to know what to do and be given some help in and guidance how to do it. That's all.

The challenge is not in the doing, it is in the discovery. For most of us, once we know the right thing to do, we can do it with a little hard work, determination, and persistence, and at times with just a little bit of help from others who have succeeded and done it. That is at the core of being a Restoration Entrepreneur.

## Preface to the Second Edition

It has been a year since I wrote the Practitioner's Guide to Growing Your Restoration Business. So much has happened in that year that I decided to incorporate that learning into a revised second edition.

**You are going to be *astounded* at the number of growth opportunities  
available to today's restoration business owner.**

The foundation to my business coaching is an amazing experience as a restoration company owner. I faced so many of the challenges and opportunities faced by my peers and found ways to overcome the obstacles and seize the opportunities. This led my company to becoming an award-winning, hyper-growth business that I sold for top dollar just shy of 9 nine years from its beginning.

This last year has given me the opportunity to apply my experience to businesses of various sizes, history, and geographic locations. I have added my year's learning and fresh insights to my toolbox sharpening many of the tools I use.

I have become a prolific writer about the many issues that make up our growth strategies and about the barriers to achieving our goals. I want to incorporate some of that material first presented as blogs, podcasts, and webinars into the fabric of this eBook.

I have heard so many stories of hope and despair that have become windows of insight into the issues owners' face managing and growing their businesses and I want to share some of those with you. You will likely find your experience in the pages that follow since, in the end, we are really each not all that different from one another. We face the same issues and would benefit from many of the same solutions.

I have had the opportunity to see the strategies that worked for me work for others in the crucible of their ownership and I have been heartened by their success.

I want this eBook to add as much inspiration and insight to your journey as possible. It is for these many reasons I have decided to publish the Second Edition with the hope that it will provide you with the courage to seize the opportunities for growth that surround you. They are there waiting for you if you can only see them and have the determination to seize them.

## **Introduction**

### **You Can Grow Your Business!**

I am just like you! I have lived the life of a Restoration Company owner, just like you. I got up every morning at 4:30 am and started my day at the office no later than 7:00 am, just like you! I worked entire summers when the weather CAT's came, just like you. I have had customers who loved me and others who didn't, just like you. I know the pressure, stress and weight of ownership responsibility and the 24/7/365 availability that owners experience every moment of every day. I found the Restoration Industry to be unique among all other types of construction services and found the experience of being a Program Contractor to be both energizing and at times terrifying.

Through this unique experience I worked hard and tried to be smart. I am no whiz kid, remember I am just like you. A hard working guy who wanted to provide a future for my family, do a good job with my responsibilities, satisfy my customers, and grow my business. After nearly ten years I achieved my goals and built a high-value company worth more than enough to retire on and sold it.

As a successful practitioner I have a lot of advice to offer others. Proven strategies that worked for me and can work for you too. In this eBook I am going to share with you the insights and strategies I learned as a Program Contractor. I also found work beyond the world of insurance assignments and I want to tell you about those too. Some of the opportunities out there are really wonderful and you will want to get in on them. I hope to save you a lot of the pain and trouble I experienced during those days of learning by trial and error. I wish I had a mentor during those years of pain-filled learning. I am confident I could have achieved even more had I had the help and direction of an experienced coach.



In my current coaching practice I help restoration and construction business owners achieve three primary goals; (1) Increase their gross revenue, (2) achieve the operational excellence

needed to sustain company growth, and (3) improve their net profit adding to the owner's personal wealth.

I believe these three factors are the essence of business growth and success; more money at the top line and more at the bottom line, and a better and more effectively run business. Who doesn't want to do this? If you are an owner, seller, or buyer of a construction or restoration company considering growing your business, you are interested in what I have to share with you.

There are only so many ways to grow your business. Some of these are more effective than others. While some owners are happy to lumber along and grow at whatever pace circumstances permit others want to be intentional and take steps to insure their growth. For those kinds of owners I can help you!

I am going to introduce you to industry trends that are good news for restoration contractors



and I will tell you where your best opportunities for growth are. Knowing these things enables you to put your time and effort where it will do the most good and provide the best results.

But growing your business is not just about accelerating revenue growth it is also about improving your profit growth.

So, which would you rather be?

A \$5 million company earning 10% profit, netting \$500,000 profit, or

A \$2.5 million company earning 20% profit, netting \$500,000 profit

Everyone knows it is easier to get to \$5 million, than it is for a \$5 million company to double and get to \$10 million. **It is easier to double your profit, than to double your revenue.** So I want to show you ways of improving your profit and taking control of the profit-killers that rob you of your personal wealth and the cash flow needed to sustain your operation.

Accelerating revenue and improving profit will transform your business and change your life. You will realize your dream of developing a business that is a growing concern. I can help you do this.

After introducing you to industry trends and outlining the specific areas that need to be



## **A Practitioner's Guide to Growing Your Restoration Business**

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addressed we will look specifically at marketing strategies that really work. These approaches work and will get you more work, a lot more work. That is why you are reading this eBook. To figure out exactly what to do to get more work. You won't be disappointed – instead you'll be saying to yourself you wish you had done this sooner.

Lastly, I will share with you my approach to business mentoring. I grew my restoration company to \$5 million in 9 years and then sold it for top dollar. So many times along the way I wish I had another contractor to talk to with, a company similar to mine, and another who had reached the next level of growth that I was working toward. I had so many questions that were answered by trial and error. While this approach always brought learning and eventual success it also brought a lot of pain and bruising. Some decisions worked and others didn't.

My wife and I are pretty smart people and business development comes intuitively to us but what might we have achieved had we had the benefit of a mentor or guide. How much easier and more effective would our business development have been. I can save you the pain and suffering of the trial and error approach. I can teach you proven and on trends ways to grow your business and it won't cost you an arm and a leg. I will share with you how I coach and what I provide to help you double your business in 18 – 24 months. I did it, and I can help you do it too!!

## Chapter I

### How to Accelerate Your Top Line Sales Growth

Every owner wants to grow his or her business. Grow more revenue, achieve higher profit margins, open up new markets, and generate more work. But there are only so many ways to do this. Many of these ways get little attention from most owners.

What are the most effective strategies to produce a dramatic increase in your sales volume and add the greatest increase in revenue? I'm going to tell you, right now!

#### Do You Dream of Becoming a Program Contractor?

Nearly every restoration owner has heard stories of how restoration companies have doubled and even tripled in size as a result of the constant flow of assignments from Preferred Contractor Programs. Most owners dream of what it would mean to them if they too could receive a substantial boost to their revenue from the volume of work those programs provide.

The current decade long trend in the restoration industry is for insurance carriers to turn over the management for their claims process to Third Party Administrators (TPA). Even top tier companies have discovered the cost saving benefits of turning over the management of their field claims to Third Party Administrators.



Four years ago American Family Insurance closed the door to their Home Repair (HRP) and Mitigation Programs and joined ranks with the many carriers participating in the Contractor Connection Network. More recently Farmers Insurance Group began a pilot project with a National TPA that was so successful they are now rolling it out in another 15 states and perhaps by the end of 2015 the Managed Repair Program will be handled by

this TPA nationwide. I have only recently learned that AAA Insurance has closed their national contract with a national franchisor and has turned over both general contracting and mitigation

## A Practitioner's Guide to Growing Your Restoration Business

services to an upstart TPA. The Hartford insurance company has for many years managed their general contracting through Contractor Connection and the mitigation assignments through a national contract with a large franchisor. They have recently canceled that national contract and all assignments are now handled by Contractor Connection. This movement to close individual carrier field claims management and turn it over to TPAs is acknowledged by nearly every industry expert as the trend of the future. Don't you want to get in on this revenue generator too?

As you would expect, these claims management TPAs filter out the majority of companies applying for selection in order to secure the cream of the crop, the top percentage of America's restoration contractors. An owner's best opportunity to secure the interest of one of the premier TPAs is to be full service and to find ways to differentiate their company from competitors. My client contractors are amazed at how simple and fast it is to be added to some of the 8 National TPAs. Many companies are added to at least 3 or 4 of the 8 within the first 6 months of our working together, and they find my approaches to accelerate selection for those TPAs who don't provide initial selection successful too. It may take time and consistent effort to earn a selection but it is worth it! The year my company was added to the USAA program in our largest market area we had achieved gross revenue of \$2.6 million the previous year-end and we sky-rocketed to \$4.5 million following that selection. That is the transformational power of insurance programs and this can happen to you too!



As I mentioned there are 8 National Third Party Administrators (TPA) and Contractor Connection is the most dominant of the group. Everyone is familiar with the name and they are more often than not a hard nut to crack. But there is a process that increases the likelihood of being added to their Network. It takes more than merely submitting an application. Many business owners tell me they have already applied and that Contractor Connection was happy, even encouraging when the application was submitted, but then they just sat, and sat for years. They applied but were never selected to become active on one or more of the carrier programs they manage. Why is this and what can be done to achieve a different outcome?

It is important to understand that once you have broken through the barriers and have been selected for your first carrier program the doors really open to being added to additional carrier programs. It will take your personal wit, proper presentation, and continued efforts to be added to

the first carrier program if you have been passed over following your initial application.

My company was active on 23 insurance carrier programs within the Contractor Connection Network alone and additional programs through other TPAs. Those programs were the primary force to propel our dramatic growth over the years. As I met with fellow Contractor Connection Network members at the annual conference I found most of them were on two or three, perhaps even four or five carrier programs, but 23, never! The Network doesn't want its members talking to each other and comparing notes about how many programs they are on, or what each company felt they did to become active on various carrier programs. The Network wants to stay in control the selection process and the less each company knows about the status of Network members the better Contractor Connection likes it.

I learned how to achieve that first all-important TPA selection and how to be selected for additional carrier programs. I haven't shared what I learned with others, until now, with you. There is a process to become activated on any TPA Network, and it takes time, effort and diligence. It could even take a matter of years to become active in this game-changing Network, but once you do, it could be transformational for your company. I was grateful every day, and I thanked the Network leaders for the manner in which the Network helped me grow my business. They became the foundation upon which other services and relationships were built, and through those relationships other doors were opened for me. Keep in mind, Contractor Connection albeit the largest TPA, is only one of eight that are open to restoration companies.

In addition to being selected by a TPA for a carrier program you should understand that each carrier has multiple programs to which you can be added. USAA for example has 7 programs and you might be active on only one of them, mitigation for example. The USAA programs include:



- Board Up
- Fire & Smoke – Cleaning
- Residential Managed Repair
- Residential Water Mitigation
- Roofing Program
- USAA Large Loss
- Consumer Services

Additional carrier programs for companies such as Nationwide, Amica, The Hartford, MetLife, AAA and others may include:

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- Commercial Adjuster Referral – the carrier's adjuster writes the estimate, pays the customer, and assigns the work to you for completion – how great is that? This process is used for all adjuster referral programs.
- Commercial Adjuster Referral Emergency Water Mitigation & Managed Repair
- Residential Adjuster Referral Emergency Water and Managed Repair
- Consumer Services
- Consumer Roofing
- Consumer Remodeling
- Plumbing Program

The goal of every program contractor is to be selected by as many TPAs as possible, be added to as many individual carrier programs as possible, and be added to each and every program the carrier offers. That's how to maximize the opportunity that becoming a program contractor provides.

### Consumer Services

What is that, you ask? I mentioned Consumer Services as one of the programs to which a contractor can be added. Here is how it works.

Insurance Carriers find various ways to add value to their policyholders beyond the insurance coverage itself. Many offer financial and investment services; travel planning and ticketing; special product and services discounts; and more. One of the more recent value added programs is Consumer Services.

When most consumers want to build a deck, remodel a kitchen, finish a basement or add an addition to their home or business they turn to the Yellow Pages or Internet and search for



remodeling or general contractors. Research informs us that most consumers really don't know who and how to hire a contractor for services. They don't know what factors to look for so they go with the best looking ad, the best looking portfolio photos, the strongest claims and guarantees. In the end the job is given to the lowest bidder. You and I know how ineffective that is, but by the

time the owner realizes their mistake it is too late for you, you have already lost the job.

Insurance companies have discovered that if they make available their premiere contractors to their policyholders they can add a wonderful service at no cost to themselves. So many companies such as USAA, MetLife, AAA and others do this very thing. Here is how the program works.

The policyholder needs simply to go online to the right webpage and click the link for a contractor referral and they are automatically connected to Contractor Connection. A claims representative sends the assignment to one of their Network Contractors through XactAnalysis. Now this is not an insurance claim it is a Consumer Services assignment but it works much the same way.

The benefits to the policyholder are that they have received a referral to a certified contractor who holds a premiere relationship with the carrier. Both the carrier and Contractor Connection continue to be involved in the assignment process to insure industry standards are met and the customer is satisfied with the contractor and the work they perform. The customer is assured that the contractor has met all the necessary insurance requirements to protect the consumer and the pricing fits well within industry standards. The whole experience provides a good deal of protection for the consumer and many are happy to choose this referral from their insurance company outright.

The benefit to the contractor is that only one contractor receives the assignment. The contractor is introduced as a premiere service contractor for the consumers insurance company so there is a lot of credibility going in to the job. The assignments are typically for more substantial remodel and not for smaller repair work. Only one contractor is assigned to each consumer request. The assigned contractor is typically the first, and perhaps the only contractor the consumer will meet as they begin final steps toward starting the project. The job is truly the contractors to lose. If the pricing seems within reason many consumers will not even attempt to get additional bids.

This is the next big wave in the program work of insurance repair. According to Contractor Connection the time is not far off when Consumer Service assignments will equal the number of damage repair assignments. What could this mean for your business? Many contractors struggle with getting leads in general remodel and contracting. Through TPAs and insurance carriers there is a built in steady and quality supply of jobs awaiting those who make the cut. Do you want

in on this innovative and growing source of high quality high paying consumer remodel projects?

Another unforeseen benefit of this program that Contractor Connection and other TPAs are offering is that during the typical CAT event the time comes when you have reached your absolute maximum number of jobs you can handle. For example in June 2012 our area was hit by a massive hail storm. It just sat and hovered over a portion of the city for some time. The storm turned one way for a while and then began to rotate the other direction. It was eerie - and awesome. It did damage to roofs and every exterior elevation of the homes it touched. All in all it damaged over 26,000 homes in the high end of our city.

Not only did we have roofs and gutters to repair but also siding and stucco, fascia and trim, doors and windows, decks and fences, and painting and staining. On most jobs we had 6 or more trades involved in the repair. It was a massive undertaking. Following the 200+ assignments we received representing more than \$2 million in revenue our TPAs turned us off temporarily to allow us time to catch up. They recognized we had reached the max and turned us off.



As a result the CAT adjusters took over the remaining claims. They scoped the damage, wrote the estimate, wrote the check and closed the claim. The customer was left standing there with a damaged home and a check in hand asking, "Now what do I do?" Many adjusters were able to respond, "Oh, let me tell you about our Consumer Services program." They introduced the program, spoke highly of their premiere contractors, cautioned the homeowner against storm chasers, and gave them the URL or phone number to submit a Consumer Services request.

What happened next is absolutely beautiful! We started receiving Consumer Service assignments for roof and exterior damage from consumers looking for help and expecting us to provide it. Why? Because their insurance company told them about the Consumer Service program, and about us. Amazing!

So now we had a second wave of weather related assignments from consumers who had an approved estimate and money in hand expecting us to come out and do their repairs. We were happy to meet their expectations.

Consumer Services programs are wonderful in connecting premiere contractors with

consumers looking for help with major remodel projects and during high volume incidents. It just doesn't get any better than this!

You want in on this amazing opportunity, and I can help you get in.

### **There Are Additional Ways To Grow Your Restoration Business**

Carrier programs are the most transformational addition to your company because they offer the possibility of the most volume over time and volume that accelerates as you are added to more carriers and more carrier programs, but there are other sources of referral work to propel your growth too.

### **Three Government Agencies at Work in Your Community**

Every community in America has 3 government agencies at work providing homeowner grants for remodel that range in size from \$7,000 to \$70,000. These agencies, just like insurance carriers, are looking to send downstream their referrals to dependable, high quality, customer focused contractors who will do a really good job for the agency's clients. My company did about \$500,000 of remodel work a year through these referral sources.



Identifying these sources and making the right presentation to them easily opens the door to

be included as a preferred contractor. Unlike insurance work these are fast pays with the \$70,000 grants providing three construction draws at the end of each phase of work. This provides a substantial boost to cash flow and helps to compensate for the large financial float common in insurance program work.

Restoration contractors surely want these government agencies in their relationship inner circle providing regular high quality and well-paying remodel referrals.

### **Local Fire Services Can Provide a Huge Boost to Your Revenue**

Most contractors really drool over the opportunities provided by large losses. A large loss is typically considered to be a job greater than \$100,000 in value. How would you like to do a handful of those jobs every year? Who wouldn't? Local fire services referrals can do that for you!



## A Practitioner's Guide to Growing Your Restoration Business

The most common approaches to seeking out local fire service referrals is through city contracts or direct marketing to fire departments and stations. A decade ago this effort would have produced some work but not today. The concerns that have shut this down are favoritism and liability.

Many municipalities have been pressured by contractors over why favoritism has been shown to one contractor that excludes the participation of others. Municipalities have also been sued as a responsible party for making referrals that have led to problems between the customer and contractor.



Rather than put up with either hassle or potential liability municipalities and fire departments for the most part don't make referrals any longer.

Another common approach is "fire-chasing". Like "ambulance chasing" everyone hates it, except those who choose to do it. Scanners and first responder alerts have become easily obtainable and fire chasers use current technology for an early real-time alert when structural fires occur. It is not uncommon to see a handful of contractors on the outside of the tape that quadrants off the incident area just hoping to be able to reach out and grab hold of the owner should they wander by. High pressure tactics are often associated with fire-chasing and even violence between competing contractors is commonly reported. My advice is – DON'T DO IT!

So what is one to do? The truth is there is an amazing strategy that has emerged in many communities across America that I would just love to tell you about. I don't want to describe it in the open for fear that unscrupulous fire-chasers will simply try to incorporate it into their efforts to force themselves upon unsuspecting victims. This may be just exactly what you have been looking for and most general contractors who can handle a large loss could participate. Be encouraged – there is hope for your participation in this local fire services referral system and it is available in most communities.

### **A Mainstay of Restoration Business Growth is Referrals from Local Professionals Including Insurance Agents, Plumbing Contractors and Commercial Property Owners & Managers**

Much of the work of local marketing is left to the owner. In the early years of growth he or she

is the best representative of the company. They hit the pavement and begin the trek from office to office sharing their gizmos and drying strategies with local insurance agents in hope of getting the phone to ring and drum up more business. But the truth is this is not the most strategic place to start.

## **Plumbing Contractors**

If you are an owner you have limited time to devote to personal marketing. So if you want to put your time where you can get the biggest and fastest response that will make your phones ring and get more work plumbing contractors are the group to put your precious time and energy into.

Everybody knows that plumbers are oftentimes the first person called when water flows. If there is a pipe break and water is gushing who would you call? The first order of business is



to get the water to stop so a plumber would be my first call. It's for this reason that all kinds of approaches have been established to get in on this first responder connection with plumbers.

There are 3 categories of plumbing contractors you want to be aware of; residential plumbers, commercial plumbers and sewer and drain plumbers. You can develop a common strategy to connect with the group as a whole or use a particular set of strategies for each one independently to build a pathway to relationship.

- In the restoration industry we are most familiar with **residential plumbers** who fix plumbing breaks, replace plumbing fixtures, and unplug household drains. This is who most homeowners call when they have a plumbing issue and represents a prime target group for the restoration contractor. By count there are many more residential plumbing contractors than either of the other two categories. There are many possible relationships and partnerships to be made within this group of plumbing contractors.
- Less familiar to most contractors is the **commercial plumber**. Much of their work is large in scale or new in scope. I say large because they may repair a large plumbing

system in a commercial building or they may complete the initial plumbing installation for a new build home or commercial property. Establishing a relationship with a commercial plumber will bring less frequent work but each job is likely to be larger in scope. Commercial plumbing contractors benefit from a relationship with a dependable and quality restoration contractor because when they have a need for help they need it fast and they need it done well! This relationship could be highly profitable for the restoration contractor and once you have established a working relationship with one commercial plumber you can leverage that experience with others. This group of specialty contractor is worth pursuing.

- **Sewer and Drain** Contractors are my favorite. Some plumbing contractors specialize in sewer and drain repair. Nearly all of the work they do is Category 3 repair and if a backup occurs all affected building material is contaminated and must be removed. This plumbing contractor is in an ideal place to recommend you to a property owner in need of a dependable and quality restoration company who handles the cleanup, decontamination, deconstruction, contents cleaning and rebuild services. These are large jobs that can be complex and thus require a genuinely experienced restoration contractor who possesses the knowledge, experience, and equipment to handle a Category 3 work environment.

Quality working relationships between plumbers and restoration contractors go hand-in-hand. Don't miss out on the opportunities they represent to significantly increase the number of mitigation jobs you do annually.

### **Insurance Agents**



Insurance agents care more about retaining customers than any other single matter. Keeping a current customer is so much easier than gaining a new one. Talking to agents about retention is always a welcome subject, and leads to engaging and lively discussions.

Most agents will tell you that the most susceptible time for a current policyholder to consider canceling their policy and looking for a new carrier or agent is not while listening to a GEICO TV commercial, but rather during a major loss. The entire experience is fraught with danger. The customer may become dissatisfied over the

carrier's policy limitations; or with the agent over poor or non-existent communication; or with the contractor over the lack of communication, scheduling, or workmanship issues. Whatever the problem, there are many issues that can lead to customers becoming dissatisfied, and that could influence them to begin looking elsewhere for future coverage.

The absolute best way for you to connect with insurance agents is to share your commitment to partnership and customer retention. Showing that you genuinely understand the danger of the experience for the insurance agent and your pledge to support them in their efforts to retain their customer may be exactly what the agent is looking for in choosing a partner for their customer referrals.

### **Commercial Property Owners & Managers**

Property Managers oversee both residential and commercial real estate portfolios and can be a good source of work for the restoration contractor. For residential properties the manager looks primarily at the cost of the project and how quickly you can complete it. Many of their losses are smaller in size and many property owners are reluctant to file insurance claims. The manager is looking to complete jobs as inexpensively and as quickly as possible. If you are interested in this kind of work, and are willing to discount your pricing, this could provide a growth opportunity for you and every once in a while those relationships may produce a big job for you. You could become the go-to contractor, but you will have to regularly discount your services to remain.

The most effective place to start with property managers is with the idea of the **Disaster Preparedness Plan**. When disaster strikes there may be many emergency action steps the property manager must immediately take including; staff and tenant notifications, customer rescheduling, document protection, sustaining computer services, electrical repair, HVAC service, security, and much more. Assume that most property managers have a disaster plan of some kind already in place. But have they identified the water damage contractor to call when disaster strikes? Have they envisioned the damage water, fire or smoke can cause and the actions they may need to immediately take to limit loss? You can help expand the property managers thinking about disaster preparedness and help them develop a more comprehensive response to emergency damage repair should a worst-case scenario happen.



## **A Practitioner's Guide to Growing Your Restoration Business**

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You are asking the property manager to select your company as its designated first responder in the event of a water, fire or smoke event and you are offering in return your first and fastest response should the unexpected occur. You are seeking a simple Agreement of Intent with no signed documents or contracts. If the property manager agrees you are now effectively on each other's radar for ongoing follow up, relationship building and immediate response if the need arises.

### **Lead Generation, Website SEO & AdWords Campaigns**

I talk with restoration contractors all the time and rarely, rarely do I ever hear one of them say they are happy with any of these approaches and services in actually getting what they pay for.

Lead generating sites are plentiful in today's technology markets. But a lead is just that, a possibility that you still have to bid and secure. The truth is that the majority of leads you pay for do not result in actual work. You have paid money, invested time and energy and too often walk away disappointed, frustrated, and at times even angry.

Website SEO is important but many companies are sold a package that can cost upward of a \$1,000 per month with ongoing SEO services that produce few results. Every business should have a well-developed web presence that may require regular updating but high dollar campaigns produce few real results. I spoke recently with a contractor who was paying \$750 per month for a website SEO service. He saw very few actual results and decided to put his money and time into marketing plumbing contractors for a faster and better result. He hasn't been disappointed!

AdWords Campaigns are the new Yellow Pages of the technology era. The local phone book advertising has become so competitive and therefore so expensive for water damage ads that if you don't have a full page ad and are listed among the first 3 pages you can forget about getting any work from your ad! AdWords campaigns are equally easily accessible and usable by contractors and they have become equally expensive. You pay high dollar for every click through to your website and most people who visit don't bite, but you still pay!

The best place to put your money and time to produce the greatest results in growing are:

- Apply to TPAs for insurance program work
- Offer your services to the 3 government agencies working in your community
- Get in the flow of local fire services referral work
- Market to plumbers, insurance agents, and property managers

Just imagine what would be produced if you were only marginally successfully at this list of revenue generators. It would be nothing short of transformational!

Any one of these referral sources could change your business and your life. The temptation is to do one thing that will really make you a lot of money. But if you do only one thing and have one primary source of income you make yourself vulnerable. Perhaps the biggest complaint contractors make about program work is that there is so much work and you make so much money doing it you are tempted to be lulled into a feeling of invulnerability and you don't do anything but program work. They rightfully ask, "But what if a program changes? What if you get eliminated, what do you do if a large portion of your revenue is lost?" Here is the answer!

### **How to Diversify Your Revenue Sources and Protect Your Company**

The growth from TPA Networks can be so staggering that some companies have succumbed to the temptation to put all of their efforts into a single revenue source, like program work. Many companies have grown consistently through TPA's and insurance carrier preferred vendor programs but if any of those referral sources canceled their program or radically altered it in some way the restoration contractor could find themselves in dire straits.

There is always a lot of movement by insurance companies looking for the best relationship and the best pricing with TPAs to meet their claims management needs. A carrier may be in partnership with one TPA today and another tomorrow. If you are not on both TPA programs you could get lost in the unforeseen transition.

While the temptation is to continue focusing on available growth opportunities only within the insurance industry, you do so at your own risk. The solution is to diversify! Force yourself to think in terms of balancing your sources of sales revenue instead of putting all your eggs in one basket.



Identify how many referral sources you currently have and how dependent you are on each one. If you are active in the Contractor Connection Network like my company was and you are on 23 individual carrier programs like we were, you really have only one referral source. If something happened with our Contractor Connection relationship and we were terminated

the entire 23 insurance carrier programs would go away too. That's a little scary, isn't it!

My response to the vulnerability of that dominant relationship was to diversify by becoming active on 4 additional TPA programs. We became active in receiving referrals from government agencies and identified local fire service opportunities. We actively pursued a place in the Consumer Services marketplace and provided local remodeling and general contracting. We added roofing services for both program and non-program work, and we focused heavily on building relationships with local insurance agents, plumbing contractors and commercial property owners and managers. Everything I have shared with you thus far about marketing and diversifying revenue sources – we did!

Identify sources of non-insurance work and pursue this balance rigorously. You will grow more. You will sleep better. You will be at less risk of losing it all if the unexpected occurs! Your company will be worth more to a prospective buyer, and who knows what other opportunities you might find out there, if you just know where to look. Diversifying your revenue streams will add strength and security to your company.

## **Chapter II**

### **How to Achieve Greater Profits for Your Business**

While you can achieve both higher profits and greater revenue, if you were required to choose one or the other, which would it be? Would it be greater top line revenue or higher bottom line profit?

As contractors we take our bragging rights from the yardstick of revenue. Have you ever heard a contractor boast, "I just broke into the million dollar club," or "We're a \$3 million company." We establish our identity among other contractors by our gross revenue. We're all a little vain that way.

However, we gain our personal wealth not from revenue but from profits. That is the one piece of information we hold tight to the chest and in confidence from competitors, crew, and even family. Why? We have come to understand that this is the number of greatest value to us because at the end of the day, when all else is said and done, this belongs to you!

So, which would you rather be?

- A \$5 million company earning 10% profit, netting \$500,000 profit, or
- A \$2.5 million company earning 20% profit, netting \$500,000 profit

Everyone knows, it is easier to get to \$5 million, than it is for a \$5 million company to double and get to \$10 million.

It is easier to double your profit, than to double your revenue. So how do you do that?

#### **Higher Profit Margins for Every Stream of Income**

What's a revenue stream? Well, that would include water damage, mold remediation, carpet cleaning, duct cleaning, fire restoration, contents cleaning, roofing, reconstruction, and so on are



## A Practitioner's Guide to Growing Your Restoration Business

each examples of revenue streams. You should have a target profit margin clearly set for each one of these sources of revenue.

What profit margin do you expect for water damage services, or for reconstruction, or roofing services? Each source of revenue should be clearly listed and broken out on your Financial Profit and Loss Statement so you can see from which sales sources your revenues are generated, and how well your business is doing in each one. With established profit benchmarks you can test your operational efficiency to see how often you reach your goals on each job and what you need to do to improve the overall per job profits for each revenue stream of your work.



Setting revenue stream profit goals could change your business. Why? Because when we set a goal, we naturally want to accomplish it. It is amazing how we are wired as human beings. Once we set a goal we set out in earnest to achieve it. We begin to assess our progress, determine how well our processes align with the goal, and we evaluate the end result to see if we have achieved the goal. Goal setting can become life changing when we take the process seriously.

In my company we set a profit margin goal of 75% for mitigation work, 65% for contents cleaning, 50% for build back services, and 40% for roofing. The profit goals I set for my company were achievable and your company's profit goals should be no less than mine

How would you like to achieve 50% profit margins on reconstruction, or 40% on roofing, or 75% on water mitigation? Imagine the difference it would make to you as an owner, to your cash flow, to your personal wealth building. You can do this. Others do, and you can too. You have to be good at each aspect of your operation and you have to learn the methodologies and master the tools that empower you to take control of the profit killers that daily rob your business of success.

### **Get Paid Every Nickel, On Every Job, Every Time**

Do your estimators leave money on the table through poor estimating practices or by not being accurate and thorough as they should? Nearly every owner would agree that they do but are helpless to find out what is being left and how to fix it.

Who reviews your estimates? What guidelines do your estimators follow in their take offs or estimate preparation? How many are trained and regularly demonstrate proficiency at their job? Have any of them have completed the Level I-III Certifications offered by Xactware? How do you gauge if they, or you, are doing a good job?

Imagine making a couple of consistent estimating mistakes and the impact that loss could have on your total revenue. Imagine what could be lost over the course of an entire 12 months. Upgrading your estimators' skills, broadening your awareness of estimating best practices,



assessing the thoroughness and accuracy of your estimates, and taking corrective action to fix problems could produce significant improvements and increased savings for you. Imagine if you are leaving as little as 5% of every estimate on the table? Fixing this would immediately add 25% to

your net profit. That's right! If you improve your operational efficiency by 5% you increase your net profit by 25%. WOW! How huge would this be for your bottom line? Imagine the impact this would have on your cash flow. More profit means more cash on hand and that means life is easier and better for you as an owner. No one, including reviewing adjusters, are going to tell you are doing a poor job estimating and regularly under scoping your jobs. You have to find the deficiencies and correct them on your own.

I am not an estimator and I did not write estimates. But I became an exceptional reviewer of Xactimate estimates. I discovered many internal features that greatly assisted me in my review. Most of these features have gone unnoticed or simply ignored by most estimators. They contributed a lot to my expert knowledge equipping me to train and hold my estimators accountable insuring they were getting every charge for every job for which I was entitled. I projected at one point that my review added well over \$100,000 a year to my company's bottom line, perhaps even more. This process of internal review is critical to increasing net profits, and the key to effective review are those hidden Xactimate features that go regularly unused. I would be happy to share my learning with you!

### **Increase Per Job Profit Margins through Wholesale Sourcing**

If you are buying supplies and materials retail, especially building materials, you are getting killed at your profit line. You don't want to buy retail; you want to buy from the same wholesalers

## A Practitioner's Guide to Growing Your Restoration Business

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your retailers are buying from before they mark up your product purchases by 20% - 30%, or more. It is worth your time to find these profit generating relationships with key wholesalers both in your local area and others nationally that will ship goods directly to you.

I used to get absolutely killed on flooring. I just couldn't figure it out and neither could my estimators. We lost money on nearly every flooring job back in the early days of my company's history. One day I finally decided to figure it out, and I did. I found direct wholesale buying for all flooring products that is 35% - 50% below retail. That's right, I found the Shaw Industries wholesale distributor outlet and began buying all flooring products at deeply discounted prices.

You can tap into the same wholesale sources your retailers are buying from and increase your profit just as they do. Some wholesalers do not sell directly to contractors. I discovered ways to



resolve this and increased my purchasing power and improved my net profit, on every job. I recall the time one of my customers insisted that I buy an exotic hardwood product from the local retailer from whom they had originally purchased the material. When I asked for a quote I thought that retailer must have been looking over my shoulder at my Xactimate materials cost estimate because they were charging me nearly every red cent I was going to be paid. That was simply unacceptable to me.

After some investigating I discovered the source from whom they purchased this special order material was a wholesaler in Denver, about 100 miles away. I called the company and introduced myself, "Hi Bill, I am Jack Dennison from ABC Restoration Company and I would like to place an order." He paused for a moment and then shot back, "I'm sorry, we don't sell to contractors," and hung up on me.

I put my problem solver hat on and it didn't take long before I decided to incorporate Colorado Flooring LLC. I then called Bill again and said, "Hi Bill, this is Jack Dennison with Colorado Flooring and I'd like to place an order." He paused again for a moment, and then said, "Let me see here Jack. I don't see you in our database. Let's get you set up with an account and get that order taken care of." I hope you are smiling as you read this because I was smiling at the time. I had a problem and solved it. This is only one simple example to demonstrate that once you have a goal to increase your profits there are always solutions to any problem that stands in your way. Be creative in your

problem solving and then go for it! Most obstacles can be overcome and you will win every time you find the way around it.

I learned how to buy materials from local and national sources typically open only to brick and mortar retail stores. I learned how to acquire wholesale accounts with these suppliers and found it to be one of the easiest and fastest ways to increase my profits across the board on all repair work. Once I accomplished this I danced every time my company got a job involving flooring which for nearly every repair job is the largest single cost item on the estimate.

Flooring is only one example of wholesale buying. What about drywall, paint, roofing material, lumber, cabinetry, and other building materials commonly required on most of your jobs? Every percentage saved adds 5 times that amount to your cash flow and net profit. Five times!

I can help you navigate your business toward preferred buying opportunities through wholesalers and preferred contractor buying programs. Require your staff to purchase all supplies and materials through these cost savings, profit producing sources and you will see an immediate improvement to your bottom line. I promise!

### **Who Determines What You Pay For Materials & Labor?**

How do you determine how much you will pay subcontractors? If you simply bid it out to multiple subs and take the best bid not only are you wasting your time but you are acting no differently than the average consumer and getting no better results too.



If you turn this decision making over to your subcontractors allowing them to tell you what they charge to work on your jobs you are overpaying and losing profits. What would you think if I told you I could show you how to pay your subcontractors very well with labor totals that they will gladly accept and still increase your per job labor profit? Xactimate provides internal tools available to every user that can help you do just that! You just need to know where to look and how to use them!

What about materials? Do you agree with me that the lack of controls on material purchasing is your #1 profit killer? Money and profit fly out the door every time your crew goes shopping! Why?

## A Practitioner's Guide to Growing Your Restoration Business

Have you ever had a worker buy a \$200 kitchen sink only to find later that Xactimate only paid you \$95? I have. The first time I found this and realized it was a typical scenario, my business world changed. With a good deal of emotion I asked, "What in the world are you doing? How could you spend so much on a sink when I am getting paid half of that?" The crew member responded, "I didn't know what to buy. I tried to buy a sink that I thought was like the one the customer had." It was at that moment the light came on. He was right. How was he to know his not-to-exceed unit price or quantity?

I jumped right into the middle of material purchasing and implemented buying practices that changed the way my company did its purchasing through both internal workers and subcontractors. Most workers walk into a home to look around and figure in their head what materials they will need to complete the repair and how much of each item is needed. You will find your crew buying 15 sheets of drywall when the estimate calls for 10. They will buy \$36 per gallon paint while the estimate allows for only \$29 per gallon paint. A \$200 sink is bought but you are paid only \$95. It is for this reason that most contractors earn a mere 28% - 32% profit margin on their construction work and some do worse than this. Either way it should make you cry when you realize that you can make 50% on each and every construction job you do, and you should. Knowing this will keep you awake at night until you figure out how to do this for yourself. I can show you how!



I learned how to get the best pricing from my subcontractors and how to insure that I never over-bought a plumbing fixture, cabinet set, or lumber package ever again. Can you imagine how much money you stand to lose each and every year without proper controls for labor costs and materials purchases? It is downright scary to think of your loss, and thrilling to think of the improvement you can bring to your bottom line if you know how to properly pay subcontractors and how to insure you pay less for your materials than you are getting paid for them.

It is amazing how little business owners, General Managers, and Construction Managers know about the internal practices of their company and how much waste and financial loss they incur year-after-year. I found that crew is concerned with only one thing and that is finishing the job. Unless you require it of them that is all they will ever be concerned with. It's high time you take control of your labor and materials costs and improve your profit margins, today!

## **Job Costing Isn't For Dummies!**

Job costing is a vital process to your wealth management success!

It is the key to your ability to grasp the current reality of your internal operations and your best indicator of where change and improvement is needed. No one wants to squander opportunity, but we do it all the time when we fail to put into place internal controls and measurements. If you can't measure it you are lost, and destined to repeat your failures time and time again.

Information must be captured and recorded in one of the great electronic Job Processing Programs available today. If you don't use one a job costing review can be completed by simply taking three recently completed jobs at random from each revenue stream and record on a spreadsheet every single expense related to these projects. Assess how close each job's total costs came to your target profit margin. Then assess what you did well and what you did poorly.



How much are you paying for materials and labor? How thorough and comprehensive are your estimating practices? How close did you come to controlling job costs to meet your profit target? What special circumstances arose that may have affected the final outcome? And the kicker is, what will you do right now to do it better the next time?

Your review might reveal several material purchases on the same day leading you to conclude your crew is spending too much of its time at the store shopping and too little time at the job. You may find receipts for 15 sheets of drywall when the estimate called for 10. You paid for those 15 sheets and where did the overage go? You get the picture. Every anomaly tells you something and oftentimes that "something" is something that needs to be corrected.

What internal controls need to be put in place? What changes to your accountability practices are needed? Do you need to find new sources for materials or new subs for your labor? What can you do to improve upon the current results? Asking and then answering those questions underscores the value of job costing. I admit it is a hassle and takes dedicated staff to consistently track your expenses, but just do it if you want to close the door to what is likely your



biggest source of revenue loss – poor accountability and mismanagement. Do it today!

### **Putting It All Together**

As you can see there are several internal opportunities to grow your business right inside your front door that you may have overlooked in the past. Start with the internal factors first! Fine tune your operation and squeeze out all the profit possible on what you already hold in your hands. This is the easiest growth you will ever achieve.

Do an audit of the internal matters I have presented and figure out how well you are doing with each one. Make what changes you can as quickly as you can. Make a plan and follow it.

Many companies need to fix the inside before they can become more marketable on the outside. Once you have repaired the inside of your business you are ready to solicit TPA's who control the bulk of today's insurance work. In addition to insurance work there are other opportunities in your community that you can tap into as soon as your base of operation can support them. This will broaden your revenue base and add to your gross revenue and bottom line profit.

There is so much at stake in your success at generating additional revenue sources and improving your profit margins that you should give yourself the very best opportunity possible at success. This is where I can help. I have a proven track record of having successfully done this in my business and I can help you do it in yours. There are only so many areas in which you can improve and grow and each one will put more money in your pocket, where you know it belongs. What do you think? Let me help you grow!

## **Chapter III**

### **On-Trend Marketing Strategies that Produce the Results You Want**

Do you find a lot of what is available on the internet or presented at conferences regarding marketing to be ineffective, pretty bland, not very practical, and out-of-date thinking? The reason is that much of what is presented about marketing is not coming from those who successfully did it.

I read about candy jars, making the rounds, golfing sponsorships, cold calling, and giveaways. If you have ever done marketing for a restoration company you know that these things really don't translate into work and getting more work is what marketing is all about. If you are getting work, it works, and if not, it doesn't. It's just that simple. Stop doing everything that is not producing the results you want!

#### **What Marketing Strategies Really Work?**

Today like never before your marketing plans need to be about what you can give, not what you want to get. Most marketers walk into an insurance agent's office or meet with a property manager or an insurance adjuster with giveaways and gimmicks, and before leaving they never forget to ask for their business – wrong!

I am reminded of a Textile Restoration Company who sent a marketer to my office regularly to market me. I had high regard for the owner and the company and contracted them from time-to-time. Every month some cute part-time marketing mom would visit my office and with little interaction would go from office to office and put candy bars on everyone's desk. Once in a while she would even leave a business card. It finally got to the point where she would just put a bowl of candy on the conference table or give it to a front office administrator and leave. She must have felt she had done her duty. Her visit caused us to remember her and think of the company



she represented one more time, as if there was value in that thought. I used to be amused over this lack of any real effort on her part to meet me or anyone else in the company and that she must have considered this uneventful visit part of her marketing responsibility. She made no effort to talk to anyone. No effort to talk about the company she represented. No effort to educate us about Textile Restoration and why we should use her company. The goal was to make us think one more time about her company, and we did momentarily as we ate the candy she had left. Mission accomplished, but what a waste of time and effort because just being reminded that someone was out there did very little to prompt us to use that company next time we had a need. The truth was we more often used a company that was identical to hers and only half the distance away. Their management team was engaging and responsive and always did a great job for us and they got the bulk of our business.

So how do you market to other individuals who represent the various referral sources you want to tap into? One example involves insurance agents. We have all been told how important



they are to generating business, yet most companies receive little if anything from these fellow insurance professionals. How come? I found that most insurance agents don't want to have any part of the claims process primarily due to their heavy workloads. They feel a claim is for the claims department and adjusters, not for them. Yet what is the one thing agents want most in their highly competitive industry? Retention! Once they get a customer they desperately want to keep them. When are policyholders most vulnerable to switching to a new insurance company? At the end of a loss. That's right! That terrible, life altering, hassle producing, grief inducing loss.

There are a hundred things that can go wrong during a claim. The customer doesn't like the adjuster, they don't like the way the claim was handled, there was not enough communication with the carrier, they didn't like the contractor, and the list goes on. If the overall experience of the claim is not to the satisfaction of the customer it is at the end that they begin shopping for a new carrier. Retention is the #1 concern of insurance agents and during a claim they are at greatest risk of losing their customer. Don't you agree that agents should be more concerned about the claims management process and the overall experience of their policyholders?

I found that the key to marketing relationships is to give, not ask. We all cringe when a sales

person comes by our office or calls us on the phone. We are busy and we typically find them to be an intrusion, especially since we know they are going to try and sell us something or will ask us to do something. Knowing this, you should stop doing that to others! As I mentioned earlier I learned early on in my marketing efforts that what agents are most interested in is retaining their customer so I developed a marketing strategy to help them get what they wanted and I never asked for a job. I discovered the keys to building enduring relationships with insurance agents and other professionals like them was to give them what they wanted, and that produced the results I wanted. One year a single insurance agent brought us more than \$300,000 of work. That was one person, in a single year. I gave him what he wanted, and he gave me what I wanted, and I never asked for his work.

Today you need fresh thinking, workable solutions, and approaches that actually produce the results you want. I believe it is important for you to build relationships around giving, and stemming from your giving you will get everything you hope for.

### **Marketing to Third Party Administrators and Insurance Carriers**

What contractor does not want to be an insurance preferred vendor? The results can be huge. Imagine a steady volume of business. No bidding. No competing. Just getting the assignment and doing the work. What could be more perfect?

Today most insurance work comes through TPAs. Some insurance carriers like Travelers still maintain their own preferred contractor programs, but not many. Most have made the shift to TPA managed claims administration. Getting on the first TPA or carrier program is the hardest. Once you are on one you can assert that you have learned how to be a good strategic partner with Company X and you are confident you can be a good strategic partner for Company Y. Think about it. That single achievement is huge! If a TPA or carrier is looking for a partner in your area do you think they are more likely to choose a partner with no proven track record with program work, or are they more likely to choose a contractor that has a proven track record of consistently meeting the high demands of program work? Sorry for being so obvious, but for some folks this reality is not self-evident and because it is not many companies don't do what they need to do to get noticed in order to be selected.

So how do you get on that first program? You must be full service, you must have satisfied customers, and you must differentiate yourself from others.

## A Practitioner's Guide to Growing Your Restoration Business

### ***Become a Full Service Contractor***

There are several tsunamis of change affecting the restoration industry today. One of them is the move to "full service." Customers want to make one call, to one contractor, who can do it all. They don't want to be the general contractor of their job and oversee the work of 3 or 4 contractors to complete their damage repair.

When you show up at the door of a water loss victim and tell them that you are here to do the water extraction and the dry out but they will have to find someone else to do the build back you are likely to get a pretty strong reaction, "What, you don't do it all? Why not? What am I supposed to do? I don't know anyone who does that kind of work. What do you mean you don't do it all?" If they expect you to do it all, why don't you? You have the best opportunity in the world to grow your business in an area where TPAs, carriers, adjusters, agents, and most importantly – customers each expect you to grow, so why not do it?

If you are still not convinced perhaps the numbers will persuade you. Most mitigation only companies never exceed the magical mark of \$1 million of revenue. This is better understood



when you realize that the average mitigation job in the U.S. amounts to about \$2,500 in total charges. This means you need to acquire no less than 400 jobs annually to break \$1 million in gross revenue. That is a huge number and putting in place the number of referral sources and successful marketing approaches to achieve this high mark year after year takes time and expertise that most owners just don't have. So they languish around \$500,000 of annual revenue or so and wish they could figure out how to grow. So here it is. I am going to give it you right now!

Let's take that typical languishing \$500,000 mitigation only company and add construction services and see what happens.

The average size of a build back job is \$10,000. If the company is doing 200 mitigation jobs a year earning \$500,000 of annual revenue and it captures just 90% of the possible build back jobs that would produce approximately 180 construction jobs. Multiply this by the standard size of a build back and you see that you could have earned \$1.8 million in revenue from the jobs you have already received. WOW! I mean, WOW!

If you are able to achieve a 50% profit margin on your build back work, which you should do, you have earned a staggering \$900,000 in profit. That is nearly double the gross revenue of the current mitigation work and you haven't increased the number of jobs at all. You simply turned each mitigation job into two jobs. Incredible!! Who would not want to do that?

Many contractors have a ton of excuses for not doing build back but few have run these numbers before and once having done so may quickly change their mind regarding just how valuable this addition could be to their business.

The primary reasons many have not taken these steps are because they believe:

- The margins are too thin
- It is too much trouble
- I don't know how
- My franchisor is against it
- I'm afraid

The truth is, it just isn't that hard! I did it, and I know you can too.

Adding build back services can double and even triple your current gross revenue without any increase in the number of mitigation jobs you do. Imagine that!

- Nothing will get you more traction than doing the entire job from start to finish.
- Nothing will gain you more favor with others than telling them that you can do it all from A-Z.
- Nothing will get you more noticed by insurance carriers and professionals than telling letting them know you are a One Call – One Contractor – Who Does It All, kind of business.
- Nothing will bring greater confidence and pleasure to your customers than when they hear you say, "I will take care of you from start to finish. You don't need to worry about a thing!"
- Nothing will generate more revenue and earn greater profits than the best available revenue generator and profit maker in the business – construction!

So not only is this a revenue generator but you become more attractive and marketable to all

## **A Practitioner's Guide to Growing Your Restoration Business**

of those important insurance professionals that you want to work with. TPA's and individual insurance carriers alike have discovered that one full service contractor who is trustworthy, has excellent skills in customer service, and can be depended upon to do quality finish work in a timely manner is priceless. TPA's put a lot of time and money into fostering relationships with quality full-service contractors who become part of their go-to cadre. If you are not full service you really need to consider it! All of the good things happening in the industry today are happening to full service contractors who do water damage repair and reconstruction, including roofing. It is not as hard as you might think to get involved in this revenue generator and profit maker!

If you are full service you have passed the first big hurdle to being selected for one of these premiere opportunities. Now that you are a full service contractor it is crucial to understand that few things are more important to claims managers and adjusters than a satisfied customer.

### ***Satisfy Your Customers***

What type of business are you in? You are not in the water damage repair or construction services business; you are in the customer satisfaction business. It is not even correct to think in terms of customer service. Service must produce satisfaction. That is the key! Not that you have



served a customer, but that you have satisfied them. Carriers know this, TPAs understand this, and customers demand this. You need to believe this deep down inside and incorporate this commitment to customer satisfaction throughout your company, and into the behavior and attitude of your employees and subs.

You are in the Customer Satisfaction business. Say it again, and again! You should talk this language, be able to clearly explain what you do to achieve this important goal, and provide some evidence of your success.

- You can use an internet company to post satisfaction statements to the various search engine pages listing your company.
- You can claim 27 customer reviews with a 4.8 satisfaction rating based upon post completion job surveys.
- You can post positive customer satisfaction statements on your company website. They could rotate through on each page of your site listing as many statements as possible.

- You can describe your commitment to and process for achieving customer satisfaction.
- You can add a well scripted video including a customer telling the world what a wonderful job you did satisfying them.

But do something compelling to demonstrate your awareness of the importance of customer satisfaction, your operational commitment to achieving this, and document your positive results. Every customer expects a good finished product. It is the process and the people that make the difference. Is your process efficient and filled with communication and are your people informative, helpful, and engaging? That sets you apart from other contractors.

Let me give you one example of what I mean. I learned early on that a good flow of communication is really important to customers. Your efforts to communicate with them is the primary way you convey your caring and interest in them and their project. So we did two things really well to insure customers were regularly communicated with. First, our construction coordinator was tasked with a single phone call every week to every customer on the books that went like this, "Hi Mr. & Mrs. Jones, this is Katie from ABC Restoration. I am just calling to update you on your project." Katie would then share one fact with them such as the start date, the expected finish date, their cabinets had just arrived, we just got confirmation on the delivery of their flooring, or some other piece of factual information. Katie would always end with, "We appreciate having the opportunity to serve you and your family. Please call me directly if you have any questions or information to pass along to our company. Thanks, and have a great week!" That was it, but it provided a sense of assurance to the Jones's that they were not forgotten and they were still on our radar and that their project was moving forward. It didn't take Katie a lot of time since more often than not she would get a voicemail where she would leave this 60 second update and it invited the Jones's to share information with us if they did have something to pass along. It was a winner in providing a higher level of customer satisfaction and goodwill.

More importantly once the job had begun I required a project manager to visit the job site no less than every other day, and always on the first day when they would go over the entire job with the subcontractor or whoever had been assigned as the site supervisor. The customer satisfaction piece was that this project manager was to call the customer while they were in the house and say, "Hi Mr. Jones, this is Mike with ABC Restoration. I am standing in your living room

inspecting the work being completed by our crew. The drywall is hung and taped and we're about to apply the texture. Everything looks good. We really need your paint choice by tomorrow so we can proceed on schedule. Please call the office with your selection. If you have any questions please call me." This told the Jones's that we were actively supervising the job, gave them an update on progress, invited their input, and reminded them of any information we may have needed from them. This took 60 seconds of the project manager's time and fit well within his workflow having called while he was onsite inspecting the job. This was another communication and customer satisfaction winner.

My early experience was that communication was a key and if you fell down here by under communicating it was hard to maintain the customer's confidence and satisfaction through other means. Communicate well and often and in ways that fit into the natural flow of activity.

So, you are a full service contractor and you do a great job satisfying your customers, how can you differentiate yourself from others in order to get noticed by TPAs resulting to your selection?

### ***Differentiate Your Company from Others***

Awards and Honors are an important differentiator. I found that once my company was recognized by Forbes Magazine for Best in Business for Colorado Construction others began to take notice and contact me to feature my company in their publication as well. Success begets success is as true today as ever before. If you get selected you may be well on your way to being recognized by other groups and this adds to your differentiation from your competitors. You have a story to tell that keeps getting better!



I found that there are local and state awards recognizing companies or industries for annual growth rates, size, community service, and more that many companies may qualify for. You just need to know where to look and who offers these opportunities for recognition. This is a good place to start in your efforts to differentiate yourself from others. Many national awards follow local recognition.

Every award is to be coveted. I find contractors who win the Angie's List Super Service Award or the Best of the Best presented by a local magazine. Whatever the award it is important for you to list it on your website, to share it as an update with insurance

professionals, and to use it as evidence that you are a cut above your competition. These awards really sell when you are seeking to be selected by a referral source such as an insurance carrier for their preferred program work.

There are other ways to accomplish this too. Listing the high number of claims you process per year. Mentioning a high profile customer whose work you completed. A referral from an adjuster who works for the carrier you are pursuing goes a long way in getting noticed. Specialty services are important. My company landed a large carrier because of several government contract jobs we had done. The insurance company Program Administrator was captivated by my company's specialty work and as he learned more about our government contracts he decided to add us to his insurance program. Look for anything you do or any characteristic about you or your company that sets you apart from others. Talk about these things every opportunity you get. You must differentiate yourself from the pack if you want to stand out.

### **Are You a Roofing Contractor?**

Roofing has become a priority need for most insurance carriers. They pay out so much money



in hail and wind damage claims each year and much of this to unscrupulous storm chasers. Carriers have discovered the benefits of sending roof assignments directly to their General Contractors with whom they have a trusted relationship and over whom they have more control. You should want to get in on this! If you are not currently

providing roofing services you really need to begin.

I recall June 6, 2012 when our area was hit by a major hail storm. 26,000 homes had been damaged. We received more than 200 roof claims in a single week totaling more than \$2 million in revenue. It took us all summer to get through them all but it was an astounding boost to our revenue.

You may be asked by a TPA or insurance carrier if you do single trade roofing. They are simply asking if you would do a job that involves roofing only and not charge for Overhead and Profit. The right answer is, "Yes," but the truth is rarely does wind or hail cause damage to shingles only. More commonly you find damage to fascia and trim, siding or stucco, windows and



## **A Practitioner's Guide to Growing Your Restoration Business**

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doors, decks and fences, skylights and awnings, paint and stain, etc. I don't recall a single hail claim that we did not get Overhead and Profit because we had additional exterior damage too qualifying us for the 3 trade minimum.

If you already provide roofing services you have differentiated yourself from most other General Contractors. But getting started in this work has its challenges. It took me nearly three years to do roofing really well and there are numerous ways of approaching these services. It is best to get some help from someone who can help you get up to speed during your first season rather than taking three seasons as it did me.

Of all the specialty contractors, roofing contractors have the worst reputation so getting a handle on good roofing practices is critical to your success. There are many decisions to make, such as:

- Do you provide roofing as an in-house or subcontracted service?
- How do you enforce contracts made with customers? Most of your customers will be approached by storm chasers and sales people from other roofing contractors even if they are already under contract.
- Who buys the materials, you or your subcontractors?
- How do you determine basic roofing labor rates? Hourly rates are atypical for roofers. They are typically paid by the "Square".
- Do you pay more for additional layers of shingles, or high and steep charges, or for cut up roof designs?
- Who will perform the various phases of roofing services from initial roof assessment and customer contact to estimating and supervising the roofing crew who completes the work or subcontract some of these requirements?
- What level of warranty will you provide for materials and workmanship?

There are a lot of moving parts to this revenue generating division of construction service. I learned first-hand the do's and don'ts of successfully implementing a Roofing Services Program that resulted in more than \$2 million of program assignments in one hail storm alone. You should consider adding this division of work if you are not already doing it! Honestly, I was asked by two TPAs to join their Networks to provide only Roofing Services in outlying areas where they had no

coverage. Of course I agreed. This led them to adding me to all of their construction services in my entire service coverage area within just a few short months. What a wonderful win! Roofing could become the key to opening doors and increasing opportunity for you, as it did for me. I can show you how!

### **Working With Commercial and Residential Plumbers**

Everybody knows that plumbers are oftentimes the first person called when water flows. If there is a pipe break and water is gushing who would you call? It is for this reason that all kinds of approaches have been established to get in on this first responder connection with plumbers. You've heard about paying plumbers a referral fee per lead they bring you? Sometimes this might be a set dollar amount and other times it might be a percentage of the entire job. I have identified a dozen strategies to effectively market plumbers. Many contractors choose 3 or 4 of the strategies to form their overall marketing plan to gain referrals from this partner industry.

Frequently I talk with owner/operators who are doing their own marketing. Most begin their marketing of local professionals with insurance agents because this seems intuitive to them. But I believe if you have limited time the better place to invest your time and energy is with plumbers who are likely to have the opportunity to make a referral sooner and more often than any insurance agent. Be smart with your time and the smart place to begin is with plumbing contractors.

I am frequently asked about what I think about paying fees to plumbers for referrals. Many restoration contractors don't like to discount their mitigation revenue by paying fees of any amount. I try to help those same contractors see that mitigation is not the end game, construction is. So if you discount a mitigation job to secure it and the higher revenue and profit making construction job, do it! Do whatever you can, whatever is within reason to get the mitigation job so that you can get the flip side of the job and do the build back. It is always the build back that you really want!



I have also found exclusive relationships with contractors mutually beneficial. What I mean by this is that while I was willing to pay a referral fee to any plumber who brought me a referral I built exclusive relationships generally with 2 or 3 plumbing contractors. These were dependable

high quality contractors who got all of my work and I typically got each of their referrals. This is the best kind of relationship because it leads to mutual value and benefit for both contractors.

### **Get to Know Property Managers**

Property Managers oversee both residential and commercial real estate portfolios and can be a good source of work. For residential properties the managers typically look primarily at the cost of the projects. I mentioned this earlier. Many of their losses are smaller in size and owners are reluctant to file insurance claims but you could become the go-to contractor for this manager or owner.

Larger jobs, both residential and commercial, are likely to be awarded to larger, industry leading, full-service companies. If you are a larger company a relationship with property managers looking for a fast responder and quality service provider could lead to an important opportunity for growth. I can show you how to successfully market to this group and obtain more commercial work! It worked for me. In fact, ask me about my biggest win in this area. You will be surprised with my answer. It will make you smile.

### **City Contracts May Be Available In Your Area**

These are much more difficult to secure today but they do exist. Some cities contract services to local contractors including water and fire damage services. Some cities award contracts for board up services which can give early access to the property owner for repairs. City Utilities and Water Districts sometimes offer referral programs to contractors since municipalities may be responsible for the occasional sewer backup and are frequently called for help or guidance when other water damage occurs. Identify the correct city department and decision maker and ask for guidelines for qualification, bid processes, and bid schedules for services you are interested in providing. You may hit the jackpot by being the right person in the right place at the right time.

You may find that some services are not awarded to a single contractor but instead are assigned on a rotational basis. Others may be awarded to the lowest bidder. But imagine becoming a friend of the city through some of these programs and contracts. To be known within city management circles could open additional unforeseen opportunities for your company. That would be huge! I have found over the years that when something good happens it oftentimes opens the door to other really good things. You want to open as many doors as you can because

you don't know what each one may lead to.

When I sold my business I was about to open another office in the Southern Denver Metro. This would have been office number three for us. One of the enticements that excited the entire management team with doing this is that it would put us in the outskirts of the Denver Metro. I often said, "And who knows what unforeseen opportunities that might bring." Success begets success and opportunity produces more opportunity. I have always felt that a key to success in business is to be smart enough to see an opportunity when it comes your way, and courageous enough to reach out and seize it!

### **Become a Fire Services Contractor**

Every contractor should become an expert Fire Services Provider. How many residential structure fires are there in your community? I live in a city with a population of 600,000 and there is on average one structure fire per day. That is 365 a year. How big is that? Imagine if you could get just four or five of these fire repairs a year. That could easily produce \$1,000,000 in additional revenue. You can see that you want to think this process through very carefully.

Fire services have long been a key service offered by dynamic and growing restoration companies. To receive a fire services assignment from a carrier is considered a large loss with rebuild charges typically in the hundreds of thousands of dollars. For those contractors who supplement rebuild services with content cleaning they can expect to add another \$25,000 - \$50,000 for a typical residential property. At an expected 65% profit margin contents cleaning is a great new revenue stream for any general contractor. Providing contents cleaning services also reinforces your identify as a fire services contractor. When people think of your company you want them to think "fire services first responder." There are few service offerings that produce as much top end revenue as fire reconstruction. You really should provide all the services related to fire restoration such as board-up, victim assistance, emergency cleaning, contents cleaning and long term storage, odor control, deconstruction, and reconstruction.



Personally, I can tell you however that one very positive approach to growing your reputation for fire services is to do what I did and that was to establish a state-of-the-art Fire and

Contents Processing Center on my property. I began talking about this all the time to insurance professionals and others. I wrote about it and mentioned it in conversation every opportunity I had. I invited Insurance Executives, Claims Managers, and adjusters to visit my property in order to see this state-of-the-art facility. Many eagerly took me up on my invitation because it was so rare for any of them to see a state-of-the-art facility like mine. I was even interviewed for local newspaper articles, and several TV news stations sent out camera teams to feature my company's cleaning and storage process in action when local area major fires broke out.

It was reasonably inexpensive to establish the Fire and Contents Center. It became a company showcase and the revenue from Contents Cleaning was a vital part of my overall success. At one time my company processed contents from seven fires simultaneously while doing each rebuild too. I all but gave up on Yellow Pages ads for every area of service but Fire Restoration. One fire a year from that ad would more than pay for its exorbitant cost. I found that some potential customers might consider my company for their fire repair work and then check our Yellow Pages and/or my website and online reviews before contracting with us. I made sure that Fire Restoration was listed prominently on my website with many satisfied customer responses listed. This is one area of service that if done well could transform your company and take it to the next level of growth and profitability. It was a huge in my company's continued success and was an easy way to generate new revenue and tell others that I was a serious player when it came to fire services, cleaning and repair.

I think no conversation would thrill me more than talking about this area of my business development and success. Let's you and I have this conversation soon. Do you want to be a Fire Restoration Contractor and expand your current services and success in this field? Ask me about it.

### **National Specialty Contractors Are Looking For You!**

Believe it or not, there are a large number of specialty niche national contractors who are looking for local contractors to do their work. These are companies that are headquartered in every part of the country and who specialize in niches such as HOA's, assisted living facilities, and other specialty commercial property services and they are looking for local help. They bid on projects in their niche and are well known by high level management companies who manage portfolios of commercial properties. If you contact the property directly and ask to be put on their preferred contractor program they will simply tell you they already have it covered. Yes, they are

covered by one of these specialists that may be headquartered in Boston or Phoenix or just about anywhere else in the country.

These niche specialists bid on jobs in your city and if they are awarded the job they don't have crews in Boston ready to send to Denver to do the work. No, instead they are going to find a local contractor to sub the work to in the same way you use local subs for some of your work. Identifying these companies and completing their qualification requirements could earn you a big job and once you get the first one it is much easier to get another.

Once my company had received several national awards we became noticed by these specialty national companies and they contacted me. One company first brought us a \$350,000 job in my city and then asked me to have one of my estimators prepare an estimate on a \$1,500,000 job in a nearby city. Later they asked me to bid a job for them in another state. There is a lot of opportunity with these national contractors but you need to differentiate yourself from others so they come looking for you or you can search for ways to discover and locate them. This may not be your first priority for growth, but it could become an important opportunity for a growing company's strategic growth plan for coming years.

### **Where Does This Leave You?**

As you can see there are a lot of opportunities available to you for business growth. You can add whole new divisions of work that will generate greater revenue and produce higher profit and you can add partners to your existing work that will help grow your business.

There are many workable approaches for identifying the key players in these potential growth areas and there are results producing ways to market to them. You need to know how to do it. If you already have that figured out I encourage you to just go for it! Be bold and grow! But if you are unsure how to proceed, call me. I will help!

## **Chapter IV**

### **Who Is Interested in Growth?**

At The Restoration Entrepreneur we provide business coaching for restoration company owners who want to grow the multimillion dollar business they have always dreamed of having. We prepare a highly customized and personalized coaching plan based on your individual goals and desires. We complete an initial assessment to get to know you and your company more fully, we help you determine strategic goals for your future, and then coach you to achieve those goals. Who in the restoration industry might be interested in these affordable services?

#### **Owners Who Want to Grow Their Business**

Every owner is interested in growth! But growth needs to be viewed and measured as it is experienced, as a continuum of experience that changes over time. Your growth opportunities are



different today than they were three years ago. Owners need to be honestly aware of current company strengths and weaknesses, potential opportunities, and determine the appropriate steps that will genuinely produce revenue and profit increase. Some potential growth opportunities may only open once other factors have been accomplished.

You may be unable to present yourself to insurance carriers as a full service restoration company until you make progress in certain areas now lacking. You may not be marketable to local carriers or third party administrators until you can differentiate yourself from other competitors in your marketplace. There may be crucial services that need to be added that will make you more attractive for selection. You may need to add to your team of construction specialists or gain additional experience in some construction services before you can seek large loss opportunities including fire restoration or commercial work in your service coverage area.

Whatever your strategic goals are for growth business owners must establish appropriate steps to achieve them. Some owners are experienced developers and as such growth processes comes naturally and easily to them. However, for the majority of contractors it is not a self-evident process and does not come easily, so their best bet is to get help in determining the most effective steps that will result in growth.

Do your own internal assessments, choose several attainable growth producing goals, implement your plan, and assess your progress after three months and again after six months. If it works for you, great! If not, seek help! Or perhaps you don't want to wait and are ready to start growing your business today. If so contact me and I will help you start achieving your goals right away.

### **Sellers Who Want to Maximize the Sales Value of Their Business**

I have been told that most sellers lose 30% - 40% of market value simply because they do not have a good, realistic growth plan in place when they put their business on the market. That is a



lot of money lost from the seller's retirement nest egg. Before putting your business up for sale Sellers ideally want to show steady year over year growth and have a strategic growth plan in place to sustain growth. These two factors will help to insure owners maximize their company sales potential so they can retire with the most funds possible.

Many Industry leaders suggest that those beginning to think about selling their business take 2 to 3 years to get ready for market. Sellers need to get ahead of the process and be ready to sell when the time is right. Remember that the time is right when 1) You are ready to sell and, 2) when your business is ready to be sold as evidenced by steady growth and a sustainable growth plan. Those who either burn out or are forced out for some reason such as health problems lose a lot in potential sales value because they are not really ready to maximize their sale.

The time to prepare for selling your company begins today! Let me help you get your business on solid footing through the many growth strategies and tools I have shared with you in this eBook and help you prepare a plan that will help you sustain that growth over time.

I sold my business for top dollar and have retired well. I was able to show steady growth



through all the years of ownership and achieved an average annual growth rate of nearly 50% over a decade of time. Every year we grew and grew a lot! Our growth trajectory looks like a fighter jet taking off from an aircraft carrier, up, up, and away. I had a strategic plan in place that was updated each year and kept me focused on business development and growth. I knew what staff needed to be added over the next 12 months and what changes were needed to support our growth initiatives. I had strategically planned for both revenue and expenses for the major steps that were needed over the next three years to grow from \$5 million to \$10 million. Now someone else is getting the benefit from that roadmap that served me so well over the years, and it helped me get top dollar for the sale of my hyper-growth award winning company.

Growth does not just happen on its own, it must be planned for and aggressively pursued. If developing and implementing a pro forma growth plan is something you can do, and you achieve growth that is satisfying to you, great! If not, contact me to help you!

### **Buyers Who Want to Build a Growing Business**

While Buyer's are looking for a solid company the truth is what they are even more interested in is a company that has excellent growth potential. Buyers prefer a company that they can purchase inexpensively and ramp it up into a high performance company. During due diligence buyers need a fast but accurate assessment regarding the company's potential growth opportunities. Can they grow this company quickly or not? Most buyers do not have the experience and know-how to do this assessment themselves.

Buyer's wanting a Growth Assessment are best served by turning to an expert who knows how to assess a company's past performance and future capabilities. The expert who does this needs to know what to look for, thoroughly understands the company's market industry, and can give an unbiased assessment of growth opportunities over the near and long terms. Every company has growth opportunities. How many they are, which ones represent the low hanging fruit and are most easily achieved, and which are realistic long term growth strategies that can transform the company into a high profit machine may be best obtained through a skilled outside resource person.

If you are thinking about buying a company in the restoration industry and that is why you are reading this eBook give me a call and let's talk about how I can help you assess companies you become interested in.

### **I Want to Encourage You ...**

For whatever reasons you want to grow your business you face many challenges. There is a reason harbor pilots are required to take the helm when ships are navigating narrow channeled seaports. The harbor pilot is uniquely familiar with every inch of the seaways that he knows, and where to steer and what to do if an unforeseen problem arises that could spell catastrophe for the ship.

I learned how to grow my business through trial and error. I am an intuitive business developer and learned from my mistakes and was empowered by my successes. But even so I often wished I could have talked to a company just like mine to ask questions about how they faced various problems and opportunities. Getting their take on a matter would have provided insight and helped me make better decisions. My trial and error was also filled with bruising and pain as I suffered at my own hands. I also desperately wished I could talk to a company who had reached the next level of growth. What did they do and how would they recommend I proceed. I knew such relationship would be valuable but I never found a context for those relationships to be formed.

I can give you what I never had. An experienced and successful coach who sheds light on one's experience can maximize the effort, get the most from an opportunity, and save one from the pain and suffering that mistakes can cost. One of my favorite blogs is titled, "Coaching Makes Him Better." It is based on the comments by Peyton Manning that after all the many years of his stellar career and storybook success "coaching still makes me better!" The truth is, when we can get it, coaching makes us all better.

## Chapter V

### Effective Business Coaching Can Help You Build the Multimillion Dollar Business You Have Always Dreamed of Having

Have you ever used a consultant or mentor before or do you know someone who has? More often than not they start their process with a ton of paperwork, surveys, assessments and such. They produce a ream of paper reports and recommendations, and then take their pay check and go home leaving you with an over abundance of information and long laundry lists of things to do. That is not what we do at The Restoration Entrepreneur.

While assessment is important and recommendations form the backbone to any strategic plan I think what you really want is to-the-point actionable plans that show you precisely what to do so you can start achieving immediate results. If that is what you want you have found exactly what you are looking for.

My coaching service is affordable and what you will receive is many times more valuable than its cost! Call me for your **FREE 30 MINUTE CONSULTATION** and I will introduce you to strategies and tool to help you take your business to the next level.



What would you be willing to pay to become an insurance program contractor that produces a steady stream of assignments greater in number than you can possibly imagine? What would it be worth to you to double, or even triple your current revenue by adding reconstruction to your services? What value would you place on discovering the secrets to gaining \$1 million in local fire service referrals this year? What worth would you place on earning higher profits on every job every time doubling your net profit and increasing your personal wealth? With my coaching help you can earn hundreds of thousands of dollars next year by streamlining your operation and

managing your business like a pro just like your multimillion dollar competitors do!

I can help you do all of this and much more. I offer several affordable coaching plans designed to meet your specific business needs and growth goals.

For example, here are just a few of the revenue and profit generating strides you can take to dramatically accelerate your sales and produce greater profits:

- **Fast track your revenue growth as a Preferred Insurance Contractor** – I will introduce you to all Eight National Third Party Administrators who manage the bulk of insurance company claims and guide you through the selection and activation processes. My client contractors typically are approved for three or four TPAs immediately following their completed applications. Others may take time and I will show you how to work around the barriers that keep you from activation in order to accelerate your company's selection.
- **Get steady referrals from Three Government Agencies at work in your community** – along with identifying these local agencies in your community I will show you how to be selected by them for their referral programs. These three agencies provide homeowner grants ranging in size from \$7,000 - \$70,000 and they are looking for dependable quality contractors to complete their remodels. My company did \$500,000 of work through those referral sources every year.
- **Mitigation companies can double or even triple their revenue by adding construction services** – I will help you design and implement a construction division for your company that really works. I will show you how to start and grow your new division with staff you currently have while planning and preparing for those that will be needed over time. This is the single biggest revenue generator in the business! Don't be afraid, it isn't that hard and I will guide you through each and every step and will support you all the way.
- **Using industry best practices for estimating can make you more money than ever before** - many of the internal features of Xactimate will improve the overall performance of your estimators leaving less money on the table and increasing your profit on every job every time. I will review your current estimating practices and coach your estimators in

industry best practices that insure less hassle with adjusters while building their confidence in your company's overall performance. Higher confidence means more work for your business.

- **Manage your construction services like a pro and make more money than you can imagine** - I will show you how to firmly take control of your construction work while regulating material purchasing and establishing reasonable and favorable labor numbers for your subcontractors. With my help you can learn how to regularly achieve 50% profit per job every time. I did this and so can you! Solve your with cash flow problems and put away more money into the bank every payday! For many contractors the easiest growth you will ever experience is simply keeping more of the money you have already earned. Don't under value the importance of profit growth in your business growth plans.
- **Make more money by paying less for materials using purchasing programs and wholesalers** – Contractors make a lot more money when they purchase flooring direct from the manufacturer at deeply discounted pricing that can average 35% - 50% below retail. Why buy paint and other materials at retail prices when you can buy them at wholesale discounts? Discounted purchasing increases your cash flow and improves your net profit putting more money in your pocket while increasing your personal wealth.
- **Earn \$1 million a year from local fire services referrals** – Four or five large fire losses a year can take your company to its next level of growth. I will show you how to get in on this revenue generator and profit maker. I will even help you set up a state-of-the-art Fire and Contents Processing Center as an added revenue source. Providing both build back and contents cleaning services really sets you apart from your competitors as a genuine fire services contractor.
- **Outperform your competitors with on trend marketing strategies and tools for local professionals that really produce the results you want** – More damage repair work is referred by local insurance agents, plumbers, and property managers than through insurance programs. I will introduce you to the most effective on trend marketing strategies for local insurance agents, plumbers and property managers that produce immediate results for your marketing efforts.

This isn't all that I will do for you, but it is a great start. What difference would this information

and help make in your efforts to grow your business, doing the best job possible managing your business, and improving per job and net profits for your business?

Take a look at the **Plan & Pricing** page of my website and you will see the various coaching plans available for your selection. Most of my client contractors begin with one or two service plans and you always have the option to add another one later. Whatever plan you choose will change your business, and your life!

At The Restoration Entrepreneur we are Business Coaches. We are deeply embedded in the Restoration Industry, we have walked in your shoes, we have been wonderfully successful as owners, and now we are helping others like you find their pathway to maximizing your business's growth potential. This is what we do and we do it utilizing a highly customized and personalized approach tailored for you. All of this is unique to each and every company and owner just as each company is unique from all others in our industry.

After reading my eBook I hope you are excited to start growing your business and making more money than ever before. Contact me today to schedule your **FREE 30 MINUTE CONSULTATION**. NOW is the time for you to begin to realize your dreams of a bigger strong business!



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