

GCS||SIGAL

**Strategic Planning Part 1**

September 14, 2020

**The Strategic Planning Presentation Series 2020 serves as a working document that details how GCS | SIGAL plans to function and grow over the next 3 to 5 years.**

# Agenda

Strategic Planning Overview

Step 1: Mission + Vision + Brand

Next Steps / Action Items





# Strategic Planning Overview

## What's the goal?

Ultimately — it's to execute a **comprehensive strategic plan that streamlines future ops efforts** for all departments. This should be directional with measurable goals.

# Who's involved?



## Executive Team

Michael Sigal, Mark Abbott,  
Dan Waldo, Gabe Oliver



## Human Resources

Katie Phillips



## Marketing

Tara Davis



## Accounting

Sabir Syed

# Why are we doing this?

## **Defining who we are, what we do, why we do it, informs every decision from:**

- the type of projects we take on,
- to the type of clients, subs, vendors we work with,
- to the people we hire,
- to the tools we purchase,
- to the way we interact with our environment and community,
- to the way we uphold our values.

# When do we start?

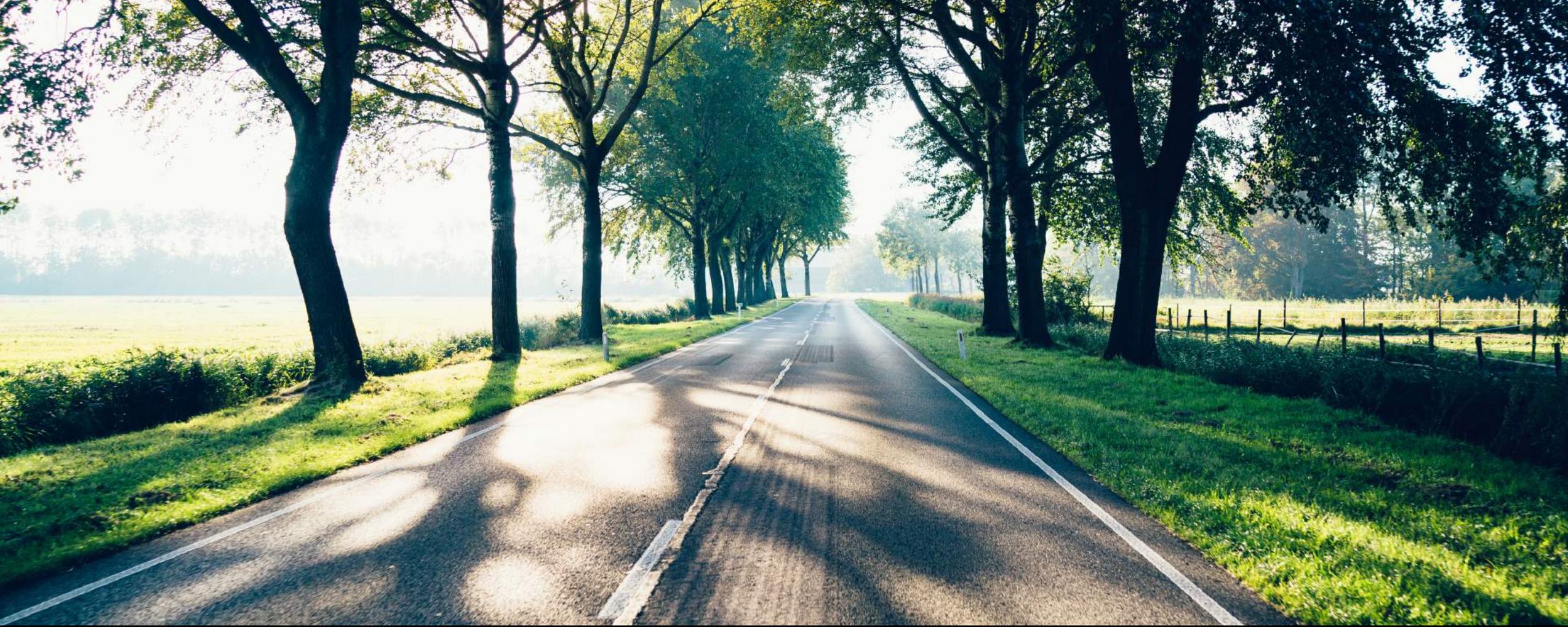
## **The time is now:**

- A foundational leadership team was put in place 2½ years ago
- We have resources (people, technology)
- We have a better handle on the financials
- We have begun learning what strengths each of us bring to the table
- We have made some strategic hires (Finance, HR, Brand Management)
- We have held onto some strategic employees (Pre-con, Project Exec, Supers)
- We have established partners (Safety, IT, Legal, Risk management)

**In order to move into the next chapter, it is essential that every employee has a clear understanding of our brand, where we're going, and how we're going to get there.**

# How do we get started?





Step 1: Mission + Vision + Brand

## Objectives:

- ✔ Define brand.
- ✔ Define mission, vision, and brand statement.
- ✔ Identify the GCS|SIGAL mission.
- ✔ Identify the GCS|SIGAL vision.
- ✔ Develop a beta brand statement for GCS|SIGAL.

# Brand

So, what is it— exactly?



The sum of people's perception of our company's professional services, reputation, advertising, staff, etc.

# Brand

So, what is it— exactly?

## In a nutshell, it's everything...

Our brand is our **identity** which is actually owned by our target audiences (will get into that later). The brand comprises of anything and everything that communicates **who we are**. For example, marketing is merely a vertical that communicates who we are through graphic design, copy, and multi sensory experiences. But brand is also **how we interact** with subs, contractors, clients, **how we work together internally**, the **type of projects** that we go after and why.

Since our identity is ultimately defined by the **target audience's perception** of us, we don't own our brand, the target audience does. But we can intentionally do certain things from an operations and marketing standpoint to ensure their perception matches our intention. That's **brand strategy**.

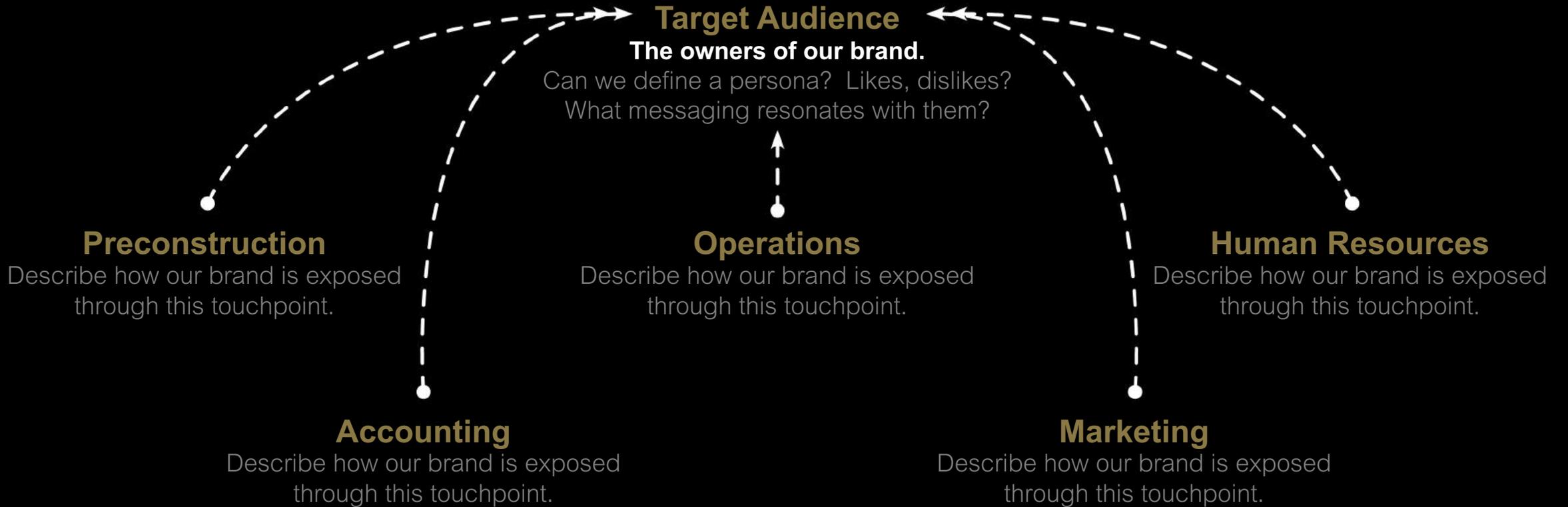
# Brand



## How brand affects the bottom line:

- **Attract high-quality talent.** Creative, intelligent, professional industry talent want to work for a company with a strong identity.
- **Repeat customers.** If we deliver what we promise, customers will come back.
- **Higher costs.** Customers will be willing to spend more if they know they can count on a consistent high-quality product and service.
- **Competitive edge.** We attract partners and clients by leveraging our expertise.
- **Inspire.** When all employees understand what we're doing and why we're doing it, there is a strong sense of commitment and engagement

# GCS | SIGNAL



Key players who impact the brand are shown above.

# Existing Conditions



## Business Type:

- General Contractor/Construction Management
- Design-Build
- Tenant and Interiors Work
- “40 year start-up”
- A **technology** company in the construction business

## People / Operations / Services:

- 35 People
- Provides “**white glove, tuxedo**” construction services
- **Safe** Operations
- **Repeat clients and strong relationships** with clients/subs/vendors

# Existing Conditions



## Market:

### Northern Virginia

- MITRE
- Commercial Interiors

### DC

- DC Government
  - Schools
  - Shelters
  - Multi-family Housing
- Foreign Government

### Southern Maryland

- Commercial Interiors

# Existing Conditions



## Product:

- We deliver **award-winning** buildings
- We produce **high-quality products** (from business card to building)
- We're a local business known for delivering some of **DC's most landmark buildings**
- Seek **challenging projects**

# Existing Conditions



But — What's the ex-factor that makes us unique?  
Why should people care about us?

# Why should people care about us?

Because of what we do (Mission + Vision + Values); and because of why we do it (Brand Statement).

## 1 What we do (Internal Focused)

### **Mission –**

- What we do/the core of the business, and from it come the objectives and what it takes to reach those objectives. It also shapes your company's culture.
- Should emotionally connect your employees to your company.

### **Vision –**

- Where the company or organization hopes they will be going in the future if they can fulfill their mission.

### **Values –**

- Defines how people in the organization should behave. It provides a guideline for decision making.

## 2 Why we do it (External Focused)

### **Brand Statement –**

- Shrinks all thoughts about business mission, values, promise, and character into a concise statement that defines what you do, how you differ from all other similar solutions, and what you pledge to consistently deliver.
- Serves as the steering wheel for our branding strategy. It influences every turn we make in presenting your brand — from giving it a name and logo; to producing ads and marketing materials; to creating the experience that customers will encounter when they come into contact with your brand from any direction.
- It is crafted to hold the company accountable for delivering a consistent customer experience.

# Mission (Internal-Facing)

Our mission is what we do.

So, what do we do?

## ① **We provide premium construction management services. Here's how:**

- We collaborate with creative problem solvers to deliver the most complex construction projects in the DC region.
- We build strong relationships with clients/subs/vendors.
- We deliver award-winning buildings.
- We embrace best-practice technology to stay efficient.

# Vision (Internal-Facing)

Our vision also reflects what we do since it speaks to where we are trying to go. The following aspirations help guide what we do now:

## 1 Our vision is to holistically improve our community

- Where we live, work, and play.

## 2 Our vision is to become a leading construction company

- Known for it's portfolio of DC landmark construction projects. (Examples?)
- Known for thought leadership in the industry.
- Known for pioneering new construction methods.

# Values (Internal-Facing)

Our values also reflect what we do and helps with internal decision-making.

## 1 Teamwork

- Collaboration
- Inclusion
- Respect

## 2 Responsibility

- Ownership
- Caring about our work
- Follow-through
- Social Responsibility

## 3 Creativity

- Leveraging technological solutions to make us efficient
- Working with creative problem solvers

# Brand Statement (External-Facing)

Our brand statement / purpose speaks to why we do what we do.

## What to incorporate in a brand statement

- **The three things you want people to know about your business:**  
What you offer, the audience you serve, and how you're best at what you do.
- **Your point of difference** (how you serve your target market differently and better than all other options).
- **Your business promise** that will be upheld through all brand experiences.
- **Your brand character** or personality that will be communicated through the mood and voice projected in all brand expressions.

# Brand Statement (External-Facing)

The brand statement essentially serves as the backbone for our strategic planning process.

## The anatomy of a brand statement

### Example 1

[Your name] promises [your target market] that they can count on us for [your unique attribute or benefit] delivered with [information about the character, voice, and mood you convey].

### Example 1 Translated

[GCS | SIGAL] promises [our clients] that they can count on us for [premium construction management services] that inspire [Teamwork, Responsibility, and Creativity].

# Brand Statement (External-Facing)

The brand statement essentially serves as the backbone for our strategic planning process.

## The anatomy of a brand statement

### Example 2

[Your name] serves [customer category] by providing [quality level] [product category] at [price-level] to [company values].

### Example 2 Translated

[GCS | SIGAL] serves [our neighbors] by providing [premium] [construction services] at [competitive prices] to [sustain healthy communities in the DC region].

# Brand Statement (External-Facing)

Which of the proposed brand statements below are MOST accurate for GCS | SIGAL?

## Comps

**Sweetgreen:** We inspire healthier communities by connecting people to real food.

**Tesla** serves drivers by providing high-quality electric vehicles at all price levels to reduce the world's dependence on fossil fuels.

## Other Proposed Options\*

**Option 1:** We improve our community through premium construction management services that provide quality housing, work, education, and amenities in the DC region.

**Option 2:** We build healthier communities for our neighbors through premium construction management services that inspire teamwork, responsibility, and creativity.

**Option 3:** We serve our community with quality construction management services that sustain healthy communities in the DC region.

**Option 4:** We serve real-estate developers by providing quality construction management services for award-winning projects that make DC a great place to live.

# Brand Statement (External-Facing)

Which of the proposed brand statements below are MOST accurate for GCS | SIGAL?

# GCS | SIGAL 2.0



So then what do we look like in the next chapter...  
and how do we get there?



Next Steps / Action Items

# Action Items

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**UP NEXT: Step 2 – Internal Environmental Scan, October 2020**

# Conclusion

- ✔ Overview of Strategic Planning Process
- ✔ Step 1: Mission + Vision + Brand
- ✔ Discussion of Next Steps and Action Items

Questions?