

Author Tom Schleifer's "The Successful Contractor
of the Future – How to Prosper
in a Cyclical Industry"

December 16, 2014

8:00 – 10:00 a.m. – Check in at 7:30 a.m.

Location TBD

Advance Collaborate Enrich



About the Speaker:

Developed and written by Dr. Tom Schleifer, nationally renowned "turn around" expert, who has managed the resolution or salvage of hundreds of distressed construction enterprises and is the author of *Construction Contractors' Survival Guide*, a book acclaimed by thousands of contractors and used as a text in numerous university graduate and undergraduate courses. Dr. Schleifer is known for his insightful industry analyses and remarkably accurate market projections and has studied the economic dynamics and impacts of prior market rebounds.

Registration Fees:

\$220 – ACE Member

\$245 - Non Member

Who Should Attend?

Owners, General Contractors, Subcontractors, Architects, Engineers, anyone involved with current construction projects.

To Register:

Phone: + 1 (480) 965-4246

Email: ace.asu@asu.edu

Web: ace4aec.com

PROGRAM INFORMATION

When: Tuesday, December 16, 2014

Times: 8:00 – 10:00 a.m. (Check in at 7:30 a.m.)

Where: To be determined



PROGRAM DESCRIPTION

A primary cause of the limited return in this down market is a historic preference among contractors towards growth as a business model, an unrealistic and unsustainable expectation in a cyclical industry. The length and depth of this unprecedented market downturn has shed a painful, but plentiful light on a business model that was flawed from the start. It should be clear that there is nothing wrong with growth during a growing market, however growth or even attempting to maintain sales volume in a declining market is a high risk strategy with limited potential for profit.

Coming out of the recession is the perfect time for contractors to rebuild their organizations using new and sustainable models because it is clear the old paradigm of growth doesn't work in a cyclical market. The successful contractor of the future will be profitable in good markets and bad and the drive for size measured in sales will be substituted with a drive for prosperity measured in profitability. I have often asked contractor audiences if anyone of them would like to pick one project from the prior year and not have done it. The answer is almost a universal "yes." These construction business people are saying, in effect, that they would opt for a smaller sales volume (size) in order to have made more profit—which of course is accomplished by not having losing jobs.

Some say the overhead paradox is that you can't get half a person, half a truck or half a piece of equipment. You can, in fact the flexible overhead concept recommends that 15% to 25% of all overhead costs be engaged in a manner that the OH costs can be turned off (expense ceases) in a week or less and in some cases in a day. During each down market too often the contractors give back in losses some (or all) of what they gained in good years. The measurements have been made and the reality tested. OH must be reduced when in excess and not needed. The success of a construction business cannot be measured by the difference between total sales and operating profit, but must include the measure of operating profit to overhead.

When you get control of overhead through the "flexible OH" concept, sales no longer drive the entire organization. Absent a desperate need for sales an organization is able to go after only projects that are of a size, geographic area and type of construction they normally profit from and stop chasing any non-typical (greater risk) work just because they feel they have to maintain sales to cover fixed, permanent overhead expenses. The contractor of the future will simply reduce OH practically overnight at will. The concept includes doing only work that is normally profitable for the organization and avoiding work that is out of the ordinary. If there is work in your past that you wish you had not taken don't miss this seminar.

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Location to be determined

Complete and return the form to:

ACE, Arizona State University

PO Box 870204

Tempe, AZ 85287-0204

Phone +1 (480) 965-4246 | Fax +1 (480) 965-8172 | Email: ace.asu@asu.edu

Or Register online at <http://www.ace4aec.com>

Organization/Firm Name: _____

Mailing Address: _____

City: _____ State: _____ Country: _____ Zip/Postal Code: _____

REGISTRANTS

Name: _____ Email: _____

Job Title: _____ Phone: _____ Fax: _____

Name: _____ Email: _____

Job Title: _____ Phone: _____ Fax: _____

Name: _____ Email: _____

Job Title: _____ Phone: _____ Fax: _____

REGISTRATION FEE *(Registration fees collected are used for payment toward venue, speaker fees, catering and material expenses. Any excess funds will be used for ACE operating expenses in its quest to support the construction industry)*

\$220 - ACE Member | \$245 - Non Member

Course fee includes breakfast and course materials. Upon completion of the workshop, CEU's will be provided.

PAYMENT OPTIONS

Check: Make payable to ASU | **Invoice or Credit Card:** Please call ACE at +1 (480) 965-4246

COURSE LOCATION **TO BE DETERMINED**

ACE CANCELLATION POLICY - Call ACE to discuss your cancellation/substitution circumstances.

Cancellation: All cancellations must be made in writing to ACE via fax or email prior to the date of the program.

Cancel 30+ business days out: Receive a full refund – can also transfer to another program of equal cost at a future date.

Cancel 15 – 30 business days out: Receive a refund MINUS an administrative fee equal to 10% of the total registration fee – no transfers.

Cancel 6 – 14 business days out: Receive a refund MINUS an administrative fee equal to 25% of the total registration fee – no transfers.

Cancel 0 - 5 business days out: No refund.

No Shows: No refund. You are responsible for full program fee.

Substitutions: Another person from your company is permissible at any time prior to the program, event or meeting~



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