

## Business Development Panel Discussion

Panel Members:

Steve Sorkin with ARS out of Boston...

Jaime Toigo from Central PA - Service First Pres and owner since 2005 - we are a construction co that specializes in emergency services

Mark Dardozzi - Maryland Elegant Restoration

Jaime: They are a WBE certified firm - that is important because it is marketable to government entities. When you are focusing on partnerships to solicit commercial customers it is a valuable marketing tool. We just got a job from a Y – the first Q we ask “How did you hear about our company?”

They said, “we know you are a WBE certified firm”. The emergency service turned into some repairs - at the walk through we asked if they had any additional work - we are bidding for flooring, cabs and additional repairs with them.

The answer is always “yes” – what was the question....it turns into a lot of work for us. (They aren't in insurance program work)

Their emergency preparedness program is one of the areas we focus on - a lot of our work comes from contracts we have set up with our EPP program.

They have a 9am one hour, biz dev meeting every Thursday – we talk about what's been happening – who we've been in front of. Our goal is to secure two EPP meetings per week. After our Biz dev meeting, we go into our job meeting and we've educated our job managers where we are developing business and then they give our biz dev team any feed back they may need.

Division Newsletter's - their goals is to stand out as an industry expert in every division, each month a different highlight – we send them to anyone we have emails for

We think it is important to have an email that goes to them weekly - we want to make it easy to share thru social media and to forward. We track anything we send out (who's opened it and who's deleted it right away). That way we know who is paying attention to what we send out.

They send out a weekly trivia -

The BN 16 group has been very inspirational. I would not be where I am today - even tho we have had 3 generations of construction, we didn't talk about business at home. BN has really helped me learn.

They've looked at the EPP clients that we have (i.e. we've had some local salons) and we focused weekly trivia...the weekly prizes are from their EPP clients – so it cross promotes them.

## Business Networks Gathering of Eagles 2013

---

They recently gave a pedicure give away to the local firefighter - they were very excited about it and it generated a lot of BUZZ. I got more emails from that than anything.

Proactive sales approach – educating our ES customer's that we will take care of repairs and emergencies.

Upsell Opportunities – what is on their wish list? They just had a loss, but what did they want to have done with their home or business that we can help them with...We manage our job flow better by asking for possible change orders upfront.

Customer Snapshot - our "show off" piece, it is a marketable piece....basic job description with before and after photos. WE can save as a PDF and send it off to customers. Sending it to the agent and the adjuster after the project has been very well received - when you send daily updates and a final snapshot for them, it is very powerful.

Injectidry or other equipment, we've always talked about the EQ that was used in the customer snapshot.

"Hottest of and Bravest Firefighters" of Disaster Recovery Charity:

The mission of the charity is to solicit volunteer firefighters to recognize their station and their bravery. I went to my first board up job and I saw how many volunteer firefighters were on the scene. There were 30 some fire fighters on the scene and they all had left their families in the middle of the evening to help the victim.

They have an annual board of directors - insurance profession, law profession, etc. they meet to plan an annual event. They take photos that evening to post on the website for a voting process that begins a few days after the event. We partner with the Red Cross to give them the money that we receive from the piece we put together. A lot of the people that help are insurance professionals.

After the FF appreciation party: online voting occurs after the party, it captures media attention – they can designate with fire station receives 50% of the calendar cost and 50% goes to Red Cross.

Grant: the charity program provides grant opportunities to fire companies.

Media: they have some commercials that they put on line esp with specific weather conditions happening

Education: they have a training room that can seat 50 – we offer a variety of educational opportunities. They also put on IICRC courses which helps us.

We always have a "sense of desperation, urgency and consistency"

If a call comes in, that is a job for us!

# Business Networks Gathering of Eagles 2013

---

Mark Dardozzi: Elegant Restoration Inc. [businessdevelopment@elegantrestorationinc.com](mailto:businessdevelopment@elegantrestorationinc.com)

Mark worked for Bethlehem Steel - he ran departments of 800 or more, they would renovate ships with burned out state rooms, etc. in 96 when the shipyards started winding down, I worked for a co. called Rainsoft - when I left the shipyard, I just had to manage myself. I did a lot of different things to make contacts- a lot of them didn't work well. I joined several chambers around my area and networking groups. I found when I helped other people get leads, then I would get leads. I am currently in 8 groups (5 of which I started). This lets me contact over 150 people weekly. I'm asking for insurance adjustors, property managers, etc.

I sit on several boards for non profits. I help bring different businesses to the charity. I sit on the AAIC - Italian American charities (130 italian business men) this past Dec. they gave away \$271,000 to many different charities. I've been able to surround myself with people that you can learn from and benefit from.

Networking Ideas: property manager needed help - no one was returning his call, I met him that day, we got the job...and that property manager is now in one of my networking groups and he manages 100 different properties....i spend a lot of my time bringing those types of people into the business.

A State Farm agent, that s a good friend I've known for a long time, after several months is starting to send us some work.

I put together a Magnificent Seven Event - his goal this year is to get 300 to 400 people there. I will aim for more property managers, realtors, insurance agents and adjustors, this year on Nov. 14 - I was able to get a lot of people to help sponsor it. This year it was all paid by sponsorships. We had \$1000 booze baskets – the guy who won the basket doesn't drink....Lots of prizes...and fun....i want to help other people get business first. I have people that call and email me all the time and ask me for recommendations on various things.

"People work for money but they die for recognition" f

ARC gala event – she is painted from the waist up....if you hang around with a model at the event, you end up meeting most of the business men at the event. Another way to have people recognize you.

Networking has been good to me- when I was in water treatment, plumbers were my enemies and now they are my best friends. We host some breakfast events (the omelet guys) for the plumbers - it allows us to add more to our database. Last year I added approx. 2000 people to our database.

Last year around Valentines Day - I put on a tux and bought 200 roses and a limo and delivered them to the insurance agencies and gave them to the ladies. Some that we are working with and some that we are trying to get into.

# Business Networks Gathering of Eagles 2013

---

## Steve Sorkin with ARS Restoration Specialists

I was a football coach, then sold labels to designers in NY City....now in restoration. What do they have in common? If you're recruiting you have a very short time frame for that sale to take place - on the marketing end is all about relationship building. They want to do business with people they like.

When we hire someone, we like to hire a person (they have to look right, talk well, have the right experience) we want to have people who will talk to people and aren't afraid to work the room and get to know people. There is nothing worse than to hire someone and later find out this person won't work out.....

Statistics: \$ goals per business developer

2013: 1.2 million each plus (2 inside marketing coordinators)

2012: 1.1 million each

2011: 1 million each

2010: 900K each

2009: \$700 K each

2008: \$600K each

Diversification of Clients:

Prior to 2008 ARS primarily sold to agefnts, IA's, Carrier

2009: we added multifamily (NAA, NAHMA, IREM, CAI) monthly meetings & dinners, national conventions (these are very important to our company)

2010: We added BOMA (Commercial Office Real estate)

2011: we added a diverse group of educational trainings (i.e. asked a plumber to come in and teach - they were happy to be in front of 60 potential clients)

2011: we got into radio - they have 7 stations in our 7 locations - it wasn't to get a home owner to drive down the street - it was for branding and for us to get meetings. But it has certainly helped. A lot of market awareness. In some areas radio is an important part of the culture.

2012: We added Assisted Living (Mass Alfa)

2012: We added Education, Hospitality, a new website with video (one marketer is focusing on educational facilities - we have 40 to 50 on the EPP program - they are typically bigger losses)

2012: We added ipads with video testimonials as a selling tool (one for assisted living, education, commercial, etc.) they have 9 different ones to different industries

2013: we added a commitment to Linked in

2013: we hire a social media director and 2 inside marketing coordinators - they have someone working 25 hours a week who is doing a great job.

2013: ARS as a whole is committed to a 12 month Sandler Sales Training - not just the Bus Dev people or the managers - they had 2 8 hour sessions back to back - and they are doing 6 sessions throughout the year - we want it to be the ARS method of communication is Sandler (not just sprinkling it here and there)

# Business Networks Gathering of Eagles 2013

---

GOALS: Relationship building; People do business with people they like. We have a networking tree - take an excel spread sheet – put down 15 people that you know who might be able to help you. Everyone has an agent - your dentist, etc. all have an insurance agent. Bob, let's have lunch. I'm trying to grow my business, I need your help. "What can I do?" That has been a better use of time to find warm prospects.

The "Go Giver Book" concept – it is a small book and it is about helping others - helping others without asking for things in return - all of a sudden things start to come back your way. It needs patience but it is a concept that we like.

Get the Big Meeting – get to the point that you are meeting with the decision makers in a room and you have the key people there. From there we can sell ourselves.

Why Join Organizations?

Allows us to meet new people and build our networking tree  
Allows us to play the role as 'the Go Giver'

Strategy:

1. Assign 1 – 2 people to each organization
2. **Attend all of the meetings!** (I want them to meet 5 new people with permission to meet with them to talk about business)
3. Get on a committee – where property managers are on (not restoration contractors)
4. Attain a leadership role (golf chairman, etc.)
5. Get on the Board of Directors
6. Host Board meetings in your office
7. Run educational trainings

THE MOST IMPORTANT THING in this is that you have 100% BUY IN from the owner. It costs financially and you need to have Vision and patience.

Minimize the cold calls - when someone new joins us, they are making a lot of cold calls - we want to get it to the point thru their network tree –

An alternative to route selling (visiting the same agents)

Types of Trainings (for property management)

OSHA – 10 hr/30hr (3 or 4 instructors)

Water/Fire Mold

Live Training of Water/Fire Mold – they have a 10 X 10 room that they flood

Ice Dams

Lead Paint Training

Bed Bugs

Plumbing

Electrical

2 large trainings at Gillette Stadium annually: they have 300+ adjustors and agents come and have had Bill Belacheck as the keynote speaker.....

They do one in May thru some of the property management training: maintenance property management training.

5 Business Development Panel Discussion

# Business Networks Gathering of Eagles 2013

---

Client Testimonial Books:

They have a three ring binder – broken into different sections: i.e. assisted living, education, adjustors,  
With client testimonial letters.

The more testimonials that you have – the fear will go down and the desire will go up.

ARS raises money to support the Gloria Gemma Breast Cancer Resource Foundation through 3 major events.

1. Casino night at Gillette Stadium with over 1200 attendees celebrating our 7<sup>th</sup> annual this year
2. Football pool with over 550 participants online (it gives you something else to go and talk to them about and it is fun - you are touching them online each week of the season)
3. Golf Tournament

Rich Pilcher:

They want their customers to say “WOW” they give out a WOW award to their clients. Find the right people who are personable.

Q for Steve: since you used to coach, do you sponsor little league, etc.? They actually don't – they have a few charities that they sponsor (abused women, breast cancer) When I was a little league coach they did sponsor my team (before I joined)

What % of your gross revenue do you have for your marketing/buz dev budgets?

1. Steve: 10 to 11%
2. Jaimie: 12% our controller says that we spend more \$\$ upfront in marketing than any other company that they've worked with.
3. Mark: I don't know the %

Jaime: Do you do the newsletters in house? We have an in house employee that does the newsletters plus many other things....the division newsletter goes out monthly – they put together a list of what they are going to be going over - and then we put the pressure back on the estimator that is responsible for the division and then look at different articles, etc. that we can draw from.

What is your best source of recruitment?

1. Steve: 20% from head hunters; it has never come from monster.com; personal recommendations is the most common

Accountability:

# Business Networks Gathering of Eagles 2013

---

Steve, talk to us about how you hold them accountable

1. We promoted someone that reports to me – I directly manage ½ the group....we talk to them on the phone a minimum of 3 to 4 days per week so we know what is happening. Every Monday morning they have to send in their notes to Restoration Manager.
2. They have a contest for whoever has the most “big” meetings per month and they get a prize.
3. We track how many sporting events, dinners, meetings etc. because if they are meeting with the right people they will end up selling business.

If your company is not so large – what did you do before you got to this size? What were the basics that got you to where you are?

1. Steve: I didn't mention sporting events- if you have a pro team - people like to go. We may run 8 home games, 7 tail gates today. In the smaller days, I wasn't working there but I was helping at the tailgates- we would do 2 games a year, 40 people. If we could get one job that would pay for the event.
2. Educational Trainings do not cost very much – but try asking your clients - what keeps you up at night? They may say landscaping is terrible - come up with some solutions for them.
3. They do happy hour events - at different pubs and sports bars. When I meet someone for the first time, I ask 2 questions:
  - a. What do you like most about what you do?
  - b. What do you like least about what you do? For example:  
If someone doesn't like their CPA and they are having trouble, I'll set up a meeting between them to introduce and connect people...

Jaime: as an owner, how much time do you spend on Bus Dev. Per week. I try to focus on bus dev with commercial clients as much as possible. They look at “warm market” all the time, who do I know who knows someone..... the EPP clients - once a meeting is scheduled with a potential customer, we send to them a facility form that they can fill out prior to us arriving (basic questions: sq. footage, # of employees, etc.) we review that form before going to the EPP meeting. We take at least 2 people to the EPP meeting.

Steve – I know a lot of people have monthly programs (route selling) to do this....how does the network tree work for you?

We separate our marketing territories geographically. We are on a route with regards to someone being in a particular area – we want them to plan it out so that they remain in that area....exceptions can happen – if it's a big meeting, you may have to switch things around.

How do you pay your sales people?

1. Mark is on salary and incentive:
2. Jaime: we are on salary but are changing to 50% salary and 50% commission and analyzing different comp packages now.
3. Steve: we have a base salary and a commission % for any job that comes there way. We also do team bonuses....We try VERY hard to promote team -

## Business Networks Gathering of Eagles 2013

---

How do you track the sales that your bus dev people bring in?

1. Steve – we use Client Runner. When a job comes in at 1pm, as soon as it is entered, the software sends an auto email at 1:10 to all the rest of the bus dev people so they know who's job it is.
2. Jaime: we use Luxor -
3. Mark:

Mark: If I bring someone in, once they are in the database, if they keep bringing in projects, it continues to go to me. Last year I brought in almost 2000 people, if any of them call in projects, they go to me.

Territory:

1. Steve - we use territories - if I'm in Rhode Island, my friend has 150 mile away project, we expect them to send it to the other territory manager. We don't want people driving all over New England. If you take an apartment complex with 100 units - I'll be the leader of the account, but I will involve the other bus dev peoples in their area. It also helps when Bus Dev people leave.

How do you tie back the relationship back to ARS and to get them to follow procedures? As the marketer builds the relationship with the property manager - it becomes between people – how do they pull it back to ARS?

We have a woman in West. Mass - she has fantastic relationships - how do they get them to know ARS and not just Lyn? We are going to invite her to educational training, have her visit the office. I spend two days per month with Lyn and she will bring us out to meet key clients, etc.