



JOC EXCELLENCE

the newsletter for CJE

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Center for Job Order Contracting Excellence

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CHAIRMAN'S CORNER

By Rick Farrag

Planning for Emergencies Job Order Contracting



Emergencies, by definition, are events that are out of our control. However, just because something appears to be out of our control does not mean we can't plan for it and mitigate or lessen its impact. Consider, for example, hurricanes, floods and tornados.

All ancient civilizations developed measures to deal with these disasters and manage the risks associated with them. For example, the pharos developed calendars that predicted the flooding of the Nile. The Indus River Valley civilization built levees and dug channels to handle the unpredictable flooding water. It is advance preparation that makes the difference when an emergency strikes and JOC can be one measure a facility manager includes in their emergency preparation program.

With the advancement of science, such natural disasters can be somewhat predicted and their risks significantly reduced. Why should JOC be part of the emergency response plan?

To start with, facilities managers need to know that the first responders know the facilities conditions and locations. A JOC contractor who has worked on the facilities for some time certainly knows the ins and outs of these facilities, the make up and nuances and the building end users. This allows for speed of response with no "get up to speed" time required.

A successful JOC contractor also provides the assurance a facilities manager needs to have to make sure deadlines are met, promises are kept, and operations are resumed quickly after an emergency.

continued on next page

OUR GOAL: As a nonprofit, volunteer organization to spread the good word of Job Order Contracting through education, networking and awareness building efforts nationally, promoting Job Order Contracting as a cost effective and responsive solution for publicly funded facilities and infrastructures for renovation, repair, remodeling and construction projects.

Most owners will state that they have on-call contractors for such situations. It is good to have contractors that are supposed to respond quickly in these situations, but in-truth it is more than just having a contract in place for emergencies. The key ingredient missing in such contracts, whether they are time and material, cost plus or other typical delivery methods, is the collaboration, trust and understanding that is developed through a successful job order contracting program.

The emphasis must be placed on the term ‘program’ because the true value and benefit to the owner is gained when they have the opportunity to build a relationship, overtime with the JOC contractor.

Under the “Key Benefits of JOC:” (http://www.jocexcellence.org/joc_benefits.htm), CJE identifies several points that are truly relevant for emergency situations:

- 1) *Urgent requests can be done much faster. This speed is possible because projects do not require soliciting and acquiring a contract, detailed plans and specifications, and a long approval process. Having the contractor located on site also contributes to speed and responsiveness;*
- 2) *The contractor is motivated to impress the facility owner with fast, dependable, quality service in order to receive the maximum possible amount of work from referrals and call backs.; and*
- 3) *The JOC contractor can prequalify and use only the finest subcontractors. These subcontractors are held to strict quality standards and periodic evaluations.*

This one on one, direct contact with the JOC contractor enables the owner the ability to work directly with one party, responsible for understanding their needs and executing the work. and not having to manage multiple trades, which is typical for T&M and cost plus contracts. Even an owner who has a multi-award JOC may not receive the full benefit of being able to build this type of one-on-one relationship.



In an emergency situation the facility owner benefits from knowing that one call is all it takes to begin the process, quickly, efficiently and transparently.

Going further, through a successful JOC program, the owner can build a relationship with the JOC contractor to a point that the contractor knows in-advance the needs or potential needs of the owner and can offer up-front, services and advice, prior to an expected emergency event. Such events include hurricanes, tornados, flooding, and winter weather. Through no other delivery method does an owner receive this benefit or have this type of relationship.

JOC was initially utilized to handle small to medium size construction projects as an expedience alternative delivery method. It has evolved in the past few years to be a “go to” contract for quick response to all kinds of emergencies, not just natural disasters. By nature, a JOC type contract lends itself to be an excellent tool for emergency response. As a long term contract, typically five years, it allows for team building among stake holders and understanding of site conditions and end user expectations. It provides for quick response based on a competitively bid contract with JOC contract that is only one phone call away.

Several JOC users have taken advantage of these contracts from response to Hurricane Ike in Houston to Katrina in the gulf coast, even the blizzard of 2010. From repairing a leaking roof after a storm to getting a school HVAC system back on line before school starts. JOC has proven to be a valuable tool every facilities manager should consider having in their emergency response “tool box”.

Just like facilities managers or owners should make an investment in a JOC partner in case of emergency needs, so should JOC industry leaders and players. Investing time and effort in supporting The Center for Job Order Contracting is the key to preparing for the future of all JOC providers, users, educators, etc.



By having a thriving and growing industry organization we are preparing ourselves for the growth times and the challenging time. I encourage all members to become active in CJE committees, regional chapters and the national organization.

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New Officer Elections

New board vows to support, improve and grow the Job Order Contracting industry.

On February 17, 2010 the Center for Job Order Contracting Excellence (CJE) elected and put in place its 2010 board during the association's annual board meeting. The new board was sworn in by outgoing Past Industry Chairman, David Carrithers.

The oath was given: *"That you will support, improve and grow the job order contracting industry through cooperation, education and active participation in The Center For Job Order Contracting Excellence. That you will live up to and represent the organization with integrity, active support and without bias or self interest, representing the interests of all members and the industry. That you will leave CJE better off than you inherited it and as a thriving organization."*



Your 2010 CJE Board

Back Row: Past Industry Chair, Bob Gair; Industry Chairman, Rick Farrag; Chair Elect, Carol Greb; Treasurer, Clint Owings

Front Row: Board Members At-Large Greg Smith, Rich Barrick; Secretary, Charlie Bowers
(not pictured Board Member At-Large Allen Henderson)

The entire board is excited about the future of CJE and is committed to the long term growth and development of the Job Order Contracting (JOC) industry.

Incoming Industry Chair, Rick Farrag presented Gair with a commemorative engraved gavel and a small art Raku box as a sign of gratitude for Gair's support of CJE and the JOC industry.



CJE MEETING DATES 2010

Business Meetings 2010

Quarterly Business Meeting - August 13, 2010
Location: Centennial Offices, Reston, VA

Quarterly Business Meeting - November 17, 2010
Nov 17-19 COAA Meeting
Location: Tampa, FL

Steering Committees Calls 2010

1 PM EST

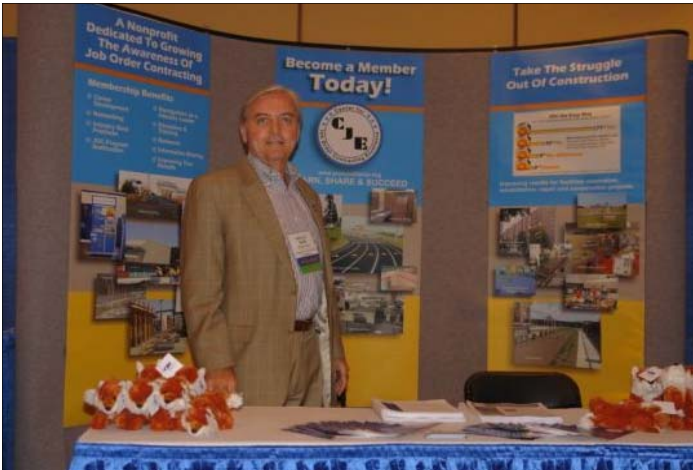
Call in number: 800-786-1922

Participant Code: 63947894#

July 13, Aug 13, Sept 14, Oct 12, Nov 17, Dec 14

2010 NASFA Conference – Vermont

By Vince Duobinis & Bob Gair



Bob Gair manning the CJE booth at the conference!

Construction Visionaries Challenge Status Quo

The Center for JOC Excellence (CJE) attended the National Association of State Facility Administrators Annual Conference in Burlington, VT on June 13 – 15. The setting for the conference, two miles from Lake Champlain, in beautiful Vermont was a welcome experience.

CJE, with a booth setup, was represented by our Industry Chair, Rick Farrag, Chair Elect, Carol Greb and Past Chair, Bob Gair. The CJE presentation in the annual role call of States and Vendors was nicely handled by Carol Greb.

The JOC and CJE community was further represented with booth displays by The Gordian Group, KBR, and Centennial Contractors Enterprise. This was a terrific showing for JOC, and evident from conversations that more State Governments are pushing forward to have JOC approved as a delivery method within their State.

The attendance was smaller than we normally find at a NASFA Conference (economic times), but that had no impact on the quality of the conference that was put on by NASFA and this year's President Russ Kathermann of Montana and Executive Director Marcia Stone.

This year's program of speakers was outstanding with a theme of looking forward to new ways of delivering projects.

Two construction industry leaders talked about best value construction and performance based construction practices at the 2010 National Association of State Facilities Administrators, Ted Garrison and professor Dean Kashiwagi.

Other CJE Member's Booths At NASFA 2010





Ted Garrison, the Keynote speaker, set the tone for this year's conference with a topic titled 'How to Do More with Less'.

Ted's straight forward answer to the question raised by the topic title was to develop new strategies. He stated that without innovation, change and perhaps even transformation were the only logical ways to move forward. He suggested that the hidden opportunity in the current recession is that it has created the necessary sense of urgency required for significant change.

His presentation focused on the myths of outdated policies and opened up new approaches that would deliver better quality, better value, with less effort from the internal staff and less risk for all concerned.

Garrison continued with "We can't keep doing business the same way we have done business in the past." This is no more important now, when facility owners are being forced to do more with less. Keep in mind, Garrison's answer to owners' questions on how they can accomplish this is not to award based on the low bid, but instead owners need to increase the leverage of their current resources.

Owners need to make sure contractors are making a profit if they, the facility owner, want to get the end result they are looking for.

Garrison has stated 2 years ago, 40% of contractors weren't making a profit.

Garrison went on to say, "Just as you would not want choose a heart surgeon based on the fact that they were going to do it the cheapest, the facility owner shouldn't select a contractor to construct based on the fact that they are the cheapest."



Conference Was Held At The Sheraton Burlington, VT

Ideas that resonated from his presentation were:

- Awarding based solely on price encourages low skilled work and low quality materials
- Effective leadership is about looking ahead
- Strategy is about looking ahead
- Need to focus on life cycle costs, not just the construction bid
- The reason we outsource is for innovation
- The more complex a system the greater the need for collaboration.

A final thought from Garrison included: "Owners need to assign risk to the individual or organization (the contractor) who is best capable of managing risk, anything less actually increases risk".

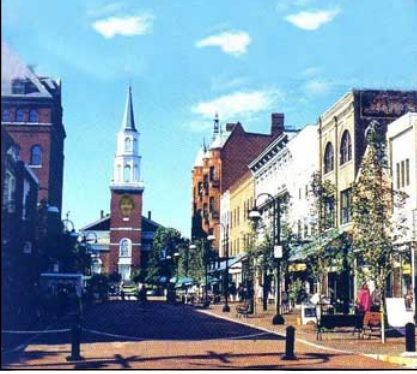
Continuing a theme of innovation and change Dean Kashiwagi, Professor at Arizona State University, spoke of 'Unlocking Innovation During Tough Times'.



Dean noted a quote from Einstein 'the definition of insanity is making the same mistake over and over and expecting different results'.

His suggestions were to establish a framework for change by rallying the stakeholders for a common objective, work toward inclusiveness and stop the us versus them mentality.

He suggested changing the culture from regulators to service providers and to be more collegial. Finally, make a vow to fix the procurement model. Dean suggested a model called Performance Information Procurement System that will have the Owner determine a best value.



Owners need to look to the future and not the now. In order to have success, owners need to have effective leadership (looking ahead), strategic perspective (looking ahead) and value driven (focus

on value not price). By taking into consideration the total lifecycle cost of the facility and not the lowest perceived cost, the owner isn't ignoring value and they are not shortchanging themselves.

Again as you would not tell the heart surgeon how to operate, facility owners should not dictate through plans and specifications how the contractor should construct instead leave the "how" to the experts (contractors) and only communicate what the end result should be.

The presentation by Professor Kashiwagi was also focused on best value procurement and the fact we as humans have the most difficulty in releasing 'control'. Simply stated, when facility owners make decisions, risk goes up. Dean stressed the more information facility owner's have at the beginning the shorter the event and the more predictable the outcome. In other words, the more individuals who are involved at the beginning of the project that can provide advice based on experience, the better result the owner will see in the end.

By restricting collaboration up-front the owner (Buyer) is the #1 person who causes and increases the risk. Professor Kashiwagi stressed that owners should hire a vendor who knows what they are doing and write a contract that protects the vendor, because if the vendor's risk is reduced, the better they can focus on the best way to complete the project to meet the owner's objective. If contractors are worrying about the possible ramifications they could receive, they will have the tendency to look for ways to complete the project as cheaply as possible to reduce their exposure.

Professor Kashiwagi concluded with, "True best value will result in the lowest overall price the majority of the time."

Markku Allison, AIA, Luciana Burdi, Commonwealth of MA and Michael Koenig of Holder Construction provided an insightful presentation on a new project delivery concept that is beginning to receive acceptance, Integrated Project Delivery (IPD). The presentation introduced the key characteristics of IPD: contractual principles, behavioral principles and catalysts.

The contractual principles are very interesting as they offer partnering, collaboration and sharing of the risk thus promoting a non-litigious atmosphere and one of shared risk and outcome based contracting. The behavioral principles talk of mutual respect, trust, willingness to collaborate and to have open communication.

Finally, the catalysts for IPD include a multi-party agreement, recognition of building information modeling as the technology of today and the future and lean design and construction. IPD speaks for a new paradigm in the construction industry that is focused on the strategic outcome, not the tactics that have often caused the problems of waste, poor quality and litigation.

Other presentations that followed the conference theme were a wonderful educational presentation by Michael Tardif of Grunley Construction on Building Information Modeling (BIM); a must for everyone in the industry to insure that they are educated on BIM and evaluate its practicality in their practice.

Trish Chaput of the Commonwealth of Massachusetts spoke on Facility Performance Evaluations which can be used as a tool to assess building performance during occupancy, to include the effectiveness of sustainable design and energy efficiency.

This was a forward thinking conference and Job Order Contracting is certainly part of that forward thinking as the construction industry evolves.

Contact:

Bob Gair bgair@reedbusiness.com and
Vince Duobinis vduobinis@cce-inc.com

Regional Chapter: A targeted goal for CJE in 2010 is to increase regional chapter committee activities in Texas, the Southwest and in the Mid-Atlantic regions. The first steps in of developing these chapters has happened by holding exploratory sessions. With this done the chapters are now to identify an owner in the region that will help spearhead the development team.

CJE Southwest Chapter Next Meeting:

Wednesday, September 8, 2010

10:30 am to noon

<http://www.jocexcellence.org/southwest.htm>

CJE Mid-Atlantic Chapter Next Meeting:

TBD

<http://www.jocexcellence.org/midatlantic.htm>

CJE Texas Chapter Next Meeting:

TBD

<http://www.jocexcellence.org/texas.htm>

CJE Southwest Chapter News

by Charlie Bowers

The SW chapter is gaining member interest/momentum and we have had three meetings since early this year. Currently Charlie Bowers from Parsons and Kimberly Morgan from the City of Scottsdale are “acting co-chairs”, leading the group’s organizational efforts and providing temporary leadership until the chapter can get permanent officers in place.

Once the CJE Charter is issued to the SW chapter, the plan is to get members formally signed up quickly and begin the election of officers right away. Our next meeting is scheduled for September 8th at the Parsons office building, and all our previous meeting notes are on the CJE national website under the SW Chapter section.

Sign up & attend:

<http://www.jocexcellence.org/southwest.htm>



Our Newest Members!

Lifecycle Construction Services, LLC

www.lifecycle-inc.com

City of Tempe, Arizona

www.tempe.gov

Alachua County Facilities

<http://alachuacounty.us>

Taos Design Build

<http://taosdesignbuild.com/>

Cooprodutive

<http://www.cooprodutive.com/>

Diversified Woodcrafts Inc.

<http://diversifiedwoodcrafts.com/>

SR Benton & Associates

<http://www.dbia.org/development/instructors/instructorbios/benton.htm>

NASCO

<http://nascousa.com/>

FH Paschen

<http://www.fhpaschen.com>



Time to Consider Job Order Contracting

By Debbi Mulcahy

Job Order Contracting makes the scoping phase of a construction job simpler for all parties, says a principal with Wilson Architectural Group in Texas.

As facility owners look for ways to reduce construction costs, they must first analyze the delivery methods they use to obtain construction services. Just as there are various sizes and shapes of tools to complete certain tasks (e.g. claw hammer, mallet and sledge hammer) there are various construction methods, each with their pros and cons, depending on the type, size and complexity of each project.

A design professional takes an owner's ideas and concepts and transform them into a two, three, or four dimensional document that will enable a contractor to build, create, or renovate to reach the desired end-result.

Archaic Methods

The typical and could be described archaic method used to reach a completed construction project has been design-bid-build. This method, simplistically, provides for a three-step process:

1. A design professional completing the project design, based on conversations and site inspections with the owner.
2. The design professional and/or owner developing formal construction specifications referencing the drawings.
3. Placing the plans and specifications, along with formal documents out to bid with the goal of obtaining the lowest price, and a contractor qualified to complete the project.

As one would not use a sledge hammer to attach crown molding, why then utilize a construction delivery method that may not be ideally suited for the project (s) needing completed? Both an owner and the design professional need to identify the best solution to meet their construction needs, by looking at the price and the actual cost to complete.



As one would not use a sledge hammer to attach crown molding, why then utilize a construction delivery method that may not be ideally suited for the project(s) needing completed? Both an owner and the design professional need to identify the best solution to meet their construction needs, by looking at the price and the actual cost to complete.

One may think that "price" and "cost" are the same, but slight variations in their definitions and the way an owner handles each can result in a greater expense in the end.

While price can be seen as the bottom-line dollar figure paid for the result, one must look at the intrinsic items included in the actual cost of completing a task and question if there are alternative ways to reach the end that may in fact reduce overall expenditures.

Relationships are Key

Even more pressing than the cost of a project is the working relationship between the owner, design professional and contractor. A positive relationship will not only help reduce those intrinsic costs, but create an atmosphere in which each party is treated with respect.

Negative relationships can lead to distrust and disdain for the others which can lead to additional expenses such as law suits and false claims. It is the owner's responsibility to obtain construction services that result in quality work, being completed as safely as possible and at a fair and reasonable price.



Both the design professional and the contractor have a responsibility to the owner and their bottom line to complete projects on time, with the highest quality, as safely as possible and at a fair and reasonable price.

Although used by most owners and design professionals, design-bid-build doesn't allow for up-front discussion and understanding by all parties and thus can promote discontent, misunderstandings, distrust, and delays, which can lead to higher procurement costs and change orders that result in a higher total cost of the project to the owner.

When design-bid-build is used for new construction, both the owner and design professional have the flexibility to design the end product as needed, but when the project involves renovating or rehabilitating existing space, many unknowns may occur that can not entirely or justifiably be captured during the design phase.

If you were able to obtain the desired results; a happy and satisfied owner, a project completed on time and within budget and be able to reduce your time and effort wouldn't it be wise to look at an alternative delivery method?

Job Order Costing Relatively Unknown

In the world of new construction, Design-Build and Construction Manager At Risk have come to the forefront as ways to help reduce overall cost and create a respectful relationship between the owner, architect, and contractor.

Much has been written on Design-Build and supported through the Design-Build Institute of America, but another performance-based delivery method, Job Order Contracting is still relatively unknown, even though it has been used for over 20 years throughout the US.

Where Design-Build is making strong in-roads with new construction, Job Order Contracting is more ideally suited for renovation, rehabilitation and repair projects. Advantages and benefits working under Job Order Contracting include the ability to work and communicate with the contractor and owner in an open forum, discussing the needs of the project, while providing targeted design for that project. This gives all parties a point of reference and level of expectation. The expectation and understanding of the final product, up front, will ensure a successful project.

Another benefit is the contractor's familiarity with the owner's building systems and standards. The effort and amount of man hours to document design intent can be simplified by having a contractor that is familiar with an owner's building systems and standards; therefore providing possible savings in time and money.

Although communication and familiarity is important, the quality of the contractor is as equally important. If the contractor doesn't have the skills, ability or fully understands how a Job Order Contract works, the end result could be very disappointing.

The contractor should be able to create and construct with limited design, provide feedback as to the best way to execute a plan, utilize a unit price book to develop a line item price for the owner, and be willing to openly discuss the entire process.

Skeptics of Job Order Contracting tend to say that the delivery method is more expensive than traditional means, but they typically overlook the reduced savings on the design side, where targeted plans are developed compared to more in-depth specifications and the reduction in total procurement costs, since multiple projects can be placed through the term of the contract.

Skeptics of Job Order Contracting tend to say that the delivery method is more expensive than traditional means, but they typically overlook the reduced savings on the design side, where targeted plans are developed compared to more in-depth specifications and the reduction in total procurement costs, since multiple projects can be placed through the term of the contract.

Additionally, owners normally don't consider the cost of change orders, whether contractor or owner initiated, when comparing the total price of a project, especially the cost of owner-initiated change orders which will not be as transparent as a change order that utilizes the pre-established line items in the unit price book of a Job Order Contract.

The ease of working on a Job Order Contracting renovation project for the design professional, the success of the contractor and satisfaction of the owner is a result of key attributes of this alternative delivery method, which include:

1. The design professional, contractor and owner working and communicating in an open forum, up front during the project development and scoping stage,
2. Providing targeted design, based on the skill of the Job Order Contractor,
3. Expediting the start and completion of multiple projects without being bogged down in the normal procurement process, and probably the most important,
4. Communicating with the contractor prior to a notice to proceed and even reviewing project design and thinking to gain their experience and thoughts in how to best complete a project.

Through Job Order Contracting, the design professional can reduce the time required to prepare plans for projects, work collaboratively with the owner and Job Order Contractor to complete a project on time and to the pre-established budget



About the Author:

Debbi Mulcahy is a Principal of the firm with 19 years at Wilson Architectural Group and is a registered Interior Designer in the State of Texas. She has experience with Job Order Contract, in both private and public sectors.

This article is a reprint of a post on VEKTORRUM Technical graphics industry news and analysis: <http://vektorum.com/2010/05/20/time-to-consider-job-order-contracting/comment-page-1/#comment-20>

Web Comment From Original Article: Anthony J Bianchi Jr., R.A. May 28, 2010 *“As the manager of a Job Order Contracting program I am pleased to see a JOC’s article that also addresses the “perceived” higher cost of JOC’s and points out the cost savings the programs can provide. For our program we require our contractors to ask any and all questions about document and/or scope ambiguities before submitting a proposal. We also require them to make a site visit. This results in what appears to be a “higher” initial cost when compared to traditional bidding because these costs are then included in the initial proposal and not added later as a change order. On the other end, in the 10+ years our program has been in existence we have virtually never had a Supplemental Job Order for document interpretation and we have about half the field condition changes when compared to our regular bid process. These two factors alone make our construction cost competitive with traditional bidding.”*

MEMBER PROFILE



Diversified Casework manufactures wood casework and tables for use in science facilities. Typical applications include:

- School science classrooms
- College/university teaching labs
- College/university research labs
- Industrial research labs
- Quality assurance labs in many industries

Diversified is a division of Diversified Woodcrafts of Suring, WI (about 50 miles northwest of America's favorite pro football team!).

HELPING YOU SUCCEED WITH JOC

We all know Job Order Contracting is a great tool to quickly and cost-effectively get small projects completed. The JOC Contractor, though, is only as good as the sub-contractors they use. When it comes to science facilities, Diversified should be on your speed dial and the top of your e-mail contacts. Let us do the work so you can succeed.

Fast delivery – Diversified intentionally leaves factory capacity available to take care of quick delivery needs. Typically in our industry (science and laboratory casework) lead times can be long, especially if the factory is already full. That doesn't help you. The factory capacity dedicated to your quick turn needs ensures you get the product you need when you need it. (Oh, and this is not a new program we are trying out. We have been doing this for over five years with a variety of customers.)

Proposal support – We can provide 2-D or 3-D (helps the customer visualize better) drawings of how their new or renovated room will appear as well as budget pricing. Our dedicated design team even has available an on-line design guide of past projects to help owners decide how they want their new/renovated classrooms and/or laboratories laid out.

Problem-free – We ship on time and complete. We don't have problems; then again it is a construction site so if problems arise we make them go away before your customers realize they even occurred. For example, we dedicate factory capacity to shortage/breakage support so if you need a replacement cabinet on site next week, it will be there next week.

Dedicated support staff – Diversified even has a department just to support the needs of our quick-turn customers. We can even provide local representation if you want someone on a moment's notice.

Industry accreditation – Diversified is a member of the Scientific Equipment & Furniture Association (SEFA), with product certified to SEFA standards. Diversified is also a member of the Architectural Woodwork Institute and premium-certified to their Quality Certification Program.

Full scope of work – We not only supply casework; we can provide fume hoods, work surfaces, water/gas fittings, sinks, etc. We know labs; let us take some of the load off your shoulders!

WE WANT YOU LOOKING GOOD

Seriously, we want you to look good with your customer. We understand the most important thing we can do is to deliver what you (and your cus-



tommer) expect, complete, on-time and without problems. If your customer is happy, they keep using you and you are happy. If you are happy, we trust you will remember we performed for you and you'll want to keep using us.

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Branding Schmaming

What Color Are The Business Cards?

By David Carrithers

It is a pretty recognizable brand name. Originally it was "Jerry's Guide to the World Wide Web" but we settled on "Yahoo" - Jerry Yang

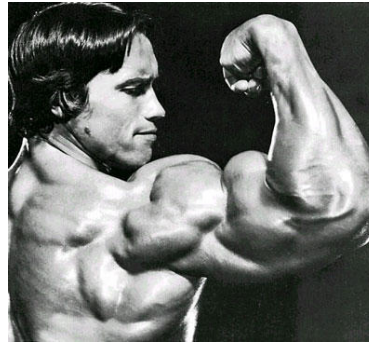
I was recently asked to explain what brand means to an industry association. So I shared some thinking and background on how to look at the importance of branding within the mix of a business or a nonprofit organization. My background includes a large nonprofit organization, where I found that branding was even more important in the growth of the organization. A few high level thoughts:

1. Brand is not the logo (although the logo is a key brand element), the colors, the ads, or the website.
2. Brand is a promise. It is the outward meaning, understanding and value of the company (or product or service) being associated with that entity.
3. Brand must be aligned with the organization and what it represents.
4. Brand is the split second relationship feeling associated with an organization, its employees and the clients.
5. Brand is the spirit, the feel of an organization.
6. A powerful brand is 100% aligned with the value, the meaning, the movement forward of an organization/product/service. It is the most honest thinking and conversations you will ever have - if not, the brand promise is hollow.

So many people end up spending way too much time on colors and business card designs when they say brand, but they miss the underlying key thinking and drivers to a truly great brand.

In technical environments this urge to jump into tactical stuff too soon is always prevalent. Branding should be the anchor point for the whole organization and the thinking from which other things flow - like design, message, actions within marketing, sales, etc.

Is Your Brand Truthful?



Your Brand Promise This?



And Deliver This?

Key: Brand allows for alignment of the whole organization. It brings the history and the future vision into the mix. It challenges us to ask, How is what we say we demonstrated; how is it coming to life? Brand is the experience. Brand is the promise coming alive. It is the proof that what you say you are, you really are.

I use a slide to explain this point of a picture of Arnold Schwarzenegger, all pumped up, with guns blazing and the wording "brand must be truthful, you can't say you are this but in reality you are this..." and it is a picture of a Teletubby.

You know what I mean, we have all experienced it in our lives. A store that has a tagline, "friendliest store in town" and you never see a smiling face. Or an airline that says "on time and best in class awards for..." and they are hardest people to travel with, or the bank that says in their TV spots "you matter to us" and when you call them you never get a live person and it takes forever to push button your way to one.

Brand is a challenge, because if left untended and cared for it can grow all weedy and diminish over time. People begin to change it, shape it to their view and next thing you know you are no longer aligned and it is hard to be honest with yourself and the organization all the time.

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This article is a reprint from a Blog:

<http://www.frostmiller.com/blog/industry-experts/183-branding-schmaming-what-color-are-the-business-cards-anyway.html>

Take The Struggle Out of Construction!



Whether you are a facility construction manager, owner, a municipal department, a construction company, an industry consultant or professor you can benefit from learning about and improving your knowledge on Job Order Contracting.

Publicly funded facilities have unique demands that a professionally developed and managed Job Order Contracting program can serve. Federal Government, State and Local Governments, Public Schools, Universities, Transportation and many other facility and infrastructure environments are benefiting from Job Order Contracting programs all across the United States.

To learn more about Job Order Contracting through networking, sharing best practices and training become a member of the **Center For Job Order Contracting Excellence** today.

You're not alone in your quest to meet your organizations' facilities goals and demands.



www.jocexcellence.org
LEARN, SHARE & SUCCEED