INTRODUCTION

> An inside look at Clayco’s Strategic Planning formula

> Use this pathway to separate your company from the pack!

  - What are the great/critical questions I have to find?
  - What is our realistic potential?
  - How do we overcome challenges and reach our destination / reach our FULL potential?
  - What role will our values play in our actions?
  - Where should we spend our most valuable time?
  - How do we prove that we own our critical differentiator? For me, it’s the “golden rule.”
WHO ARE YOU?

> Where do you come from?
> Every person, every business has a story - What is yours?
> How do you define your past successes?
> How does your story and success inform the core tenants, values, and strategy of your business?
SWOT ANALYSIS

> **STRENGTHS** – What are your core strengths?

> **WEAKNESSES** – What are your fundamental weaknesses?

> **OPPORTUNITIES** – Based on the current market and your business platform, what are your greatest opportunities?

> **THREATS** – Based on the trends in the economy, the markets you serve, and your business platform – what are the greatest threats to your business?
There are three core pillars to our success:

> 1. Hire the best and the brightest. Always. For all positions.

> 2. Treat others how you want to be treated. You ARE your brother’s (sister’s) keeper. Practice the Golden Rule.

> 3. If we are really good at #1 and #2, then we get to do #3: Be selective about where we apply our craft. We can’t be all things to all people. Go after the biggest, most important jobs. Then remember, the job is the boss. What the customer needs trumps.

WHAT ARE YOUR CORE PILLARS?
COMPANY CULTURE

> What is the culture of your company RIGHT NOW?
  o Things You Like, Things You Don’t Like
  o What key leadership attributes will drive the future culture of your business?
  o What are the attitudes of your team? How do they affect your culture?
  o What organizational values are understood and shared by everyone?
  o What will create the biggest impact towards moving the needle on your mission and vision – including revenue and profit?

> Values & Behaviors – “The Way We Do Things Around Here!”
  o What negative behaviors might be addressed with a statement of values?
  o To what degree do the stated values differ from actual company behavior?
MISSION & VALUES

> Why does your business exist?
  o What is the purpose of your business?
  o These answers form the foundation of your mission statement and company values. Use your own words - No one knows your company better than you.

> Who is your core customer?
  o If you could allocate more resources to one specific group or client type, what would it be?
  o Where would you place your bets?
  o How do you uniquely serve your customers?
GOAL PLANNING / VISION

> What is one measure (goal) that would have the most impact on achieving your business vision?

  o The goal should be inspirational, all encompassing, ambitious, hard but achievable!
  o Use an actual measurement, such as going from X to Y in a certain time frame
  o Ex: In 5 years we will move from delivering a handful of projects across the develop-design-build spectrum to developing more than a quarter of our project portfolio this way – forcing the media to create a new award category in their publications to define the type of Enterprise we have become.

> What are three objectives that would move the needle on this goal?

  o State The Goal, Share The Goal, Stick To The Goal
GOAL PLANNING / VISION

> What is the largest obstacle standing in the way of your future? Of achieving your one measure (goal)?
  - What challenges (internally/externally) stand in your way?
  - How will you strategize to overcome these challenges?

> What does your team need to do to move past the obstacles and achieve the goal?
  - Is it a slight change or a large change?

> How will you know when you WIN?
  - What measurement will you use to assess whether or not you have achieved your goal?
Our Mantra

Art and science.

At Clayco, it’s been our culture from the very beginning.

To do more than build. To create. To innovate. And to do it with a holistic, intelligent balance of art and science that’s unmatched anywhere.

In the process of creating and innovating, we tear down obstacles, old methods and outdated thinking, and we replace them with new ideas and transformational solutions.

We see our work through the eyes of the people who will use them every day. Through their eyes, we see places of healing, nourishment, progress, technology, science, research, industry and entertainment.

The result? Powerful structures with impacts that reach far beyond these walls.

Because it’s not about the walls we plan and the buildings we put up. It’s about the people and their purpose within them every day.

Without them, our walls have no purpose. And with them, our purpose has no limits. We build for a cure…for a scientific breakthrough…for a family that’s safe and healthy…for a cleaner world…for a better future.

That’s the art and science of building. That’s Clayco.
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