Growing Your Company

23rd Annual Navy Gold Coast Small Business Symposium
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<table>
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<tr>
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<th>23 AUG 2011</th>
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<td>Engineering/Remediation Resources Group, Inc. (ERRG), 4585 Pacheco Boulevard, Martinez, CA, 94553</td>
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Standard Form 298 (Rev. 8-98)
Prescribed by ANSI Std Z39-18
My Background

- 30+ years in Business Development
- Small and Large Businesses
- Petrochemical, Construction and Environmental Industries
- 8(a), Woman-owned and Minority-owned Companies
- Two Mentor-Protégé Agreements

I have a good idea of your challenges!
The ERRG Story

Revenue (millions)

- Graph showing revenue in millions from 1997 to 2010.
# ERRG Growth During the Past 7 Years

<table>
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<th>2003</th>
<th>2010</th>
<th>% Increase</th>
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<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td>$10.2 M</td>
<td>$58.2 M</td>
<td>471%</td>
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<tr>
<td><strong>Employees</strong></td>
<td>54</td>
<td>262</td>
<td>385%</td>
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<tr>
<td><strong>Federal Clients</strong></td>
<td>1</td>
<td>14</td>
<td>1300%</td>
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<tr>
<td><strong>Offices</strong></td>
<td>2</td>
<td>7</td>
<td>250%</td>
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<tr>
<td><strong>Backlog</strong></td>
<td>$4.6 M</td>
<td>$60.1 M</td>
<td>1220%</td>
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<tr>
<td><strong>Services</strong></td>
<td>Environmental</td>
<td>Environmental Civil Construction MILCON UXO/MEC</td>
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<td><strong>Business Classification</strong></td>
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</table>
Several Variables I Do Not Know About Your Business

- Products
- Markets
- Staffing and Infrastructure
- Competition
- Reputation
- Appetite For Risk
- Etc.
Some Things I Do Know

Practices That Helped ERRG Grow
All Businesses Have The Same Issues
This Is Not Rocket Science

I will offer a few suggestions that can help your company grow
Suggestion 1 – Plan Your Growth

Attitude

Don’t Have Time
Don’t Know What We Want
Don’t Know How to Develop Plan
Don’t Think It Helps

*Don’t fall into these traps!*
Characteristics of The Plan

Simple, But Measurable

Useful, Living Document

Achievable

Communicated
Suggestion 1 – Plan Your Growth

ERRG
Vision 2010

- $50 million in revenues (20% annual growth)
- 250-300 employees, continue to hire good people
- Appropriate balance between Federal, State/Municipal and Commercial work
  (40/30/30)
- Viable office locations outside of California
- Move toward larger contract opportunities

  - Positioned in the marketplace as a high value contractor
  - Capable of performing under Fixed Price, Cost Plus
    Fixed Fee, and Guaranteed contracts
  - Strengthened construction capabilities- more staff, better
    systems, necessary equipment
  - do work that is profitable
    Increase business through satisfied customers
    Sustainable revenue growth,
Suggestion 2 – Focus on Revenue

“Even Michelangelo Needed Clay”

Perform On Existing Work
Identify Opportunities In Advance
Respond To Appropriate Opportunities
Look For New Clients, Markets and Services
Suggestion 2 – Focus on Revenue

Add Structure to Pursuits
Strategic Teaming
Seek Balance

*Revenue is a measure of growth, not a measure of success!*
Suggestion 3 – Hire Good Employees

Be Consistent With Growth Plan
Think Toward The Future
Don’t Disregard Infrastructure
  Accounting/Finance
  Human Resources
  Marketing/Business Development
  Etc.
Suggestion 3 – Hire Good Employees

Learn To Delegate
Continuous Process
Retain Them!
Suggestion 4 – Be Willing To Take Risk

Employees
Teaming
Development and Proposal Costs
New Markets, Clients or Products
Suggestion 5 – Be Patient

Time

Plans Need Traction

Revenue Targets Need To Be Identified

Employees Need to Embrace Roles

Tolerance For Risk Needs To Evolve
5 Suggestions For Growing Your Company

Plan Your Growth
Focus On Revenue
Hire Good Employees
Be Willing To Take Risk
Be Patient
Good Luck!

“Growth is a process, not an event.”