

THE FINISHING TOUCH

PAINTING & DECORATING FOUNDATION
An Association of Professional Painters and Drywall Taping Contractors

MARKETING VS. SALES: ARE YOU TOO BUSY FOR YOUR OWN GOOD?

By Hank Harris Director, FMI

There are numerous definitions of “marketing” floating around. The classical definition is that marketing is the process of determining what people need and developing goods and services that meet those needs. Noted consultant Peter Drucker once defined marketing as everything you do as seen through the eyes of your customers.

One of my favorite definitions of marketing came from an engineering-firm principal who simply said, “Oh, that’s all that stuff you do so that you don’t have to sell so hard.”

Actually, these are all good definitions of marketing, and they each address why marketing must exist as a functional area of your business and should not be compromised, even when the market is as busy as it is now. Some of the top reasons why cutting the marketing budget and process is a mistake are:

Fee commodification: Clients will buy based on price if you let them. You cannot differentiate yourself successfully without an aggressive marketing strategy and program in place.

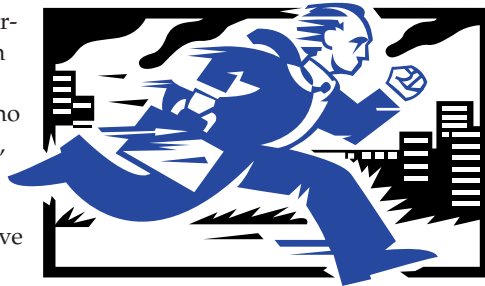
Positioning battle: There is a massive battle taking place among other contractors to get the attention of your customers and potential customers and take over their decision-making processes. If you cut marketing, you will win a short-term margin battle but lose the war. (Marketing misunderstanding: The belief that marketing exists only to increase sales

is erroneous and reflects a fundamental misunderstanding of marketing. Your marketing program should constantly increase the volume of opportunities from which you have to choose.

Increased margin comes from being able to pick and choose.

RFP-chasing inefficiencies: Most construction firms have become quite expert at structuring departments to constantly respond to the continuous flow of requests for proposals (RFPs). RFP departments are a perfect application of Parkinson’s Law, which says that work always expands to meet the time allotted. After all, there is no such thing as a “perfect” proposal, so the RFP departments simply work on proposals until they’re

continued on p. 8



CHAIRMAN'S MESSAGE

By ED SMITH



Ed Smith
PDF Chairman

As we enter the new millennium we as contractors face many challenges. It is the goal of the Painting and Decorating Foundation, to provide you the member tools you need to face these challenges. The PDF will continue in its role as the main source of information for the painting and decorating industry.

Does this sound familiar? "I am a legitimate painting contractor. I cannot compete with the guy that works out of the back of his station wagon. All of these new rules and regulations are adding to the cost of my business. I am losing work to the illegal guy that does not pay his taxes and insurance, and certainly doesn't comply with the new regulations. They play the game by different rules. It's just not fair!"

Well, it ought to sound familiar. Our members have identified competing with open shop contractors as a major business problem. We have been complaining about it for years. Some have said that nothing can be done, but I don't believe that. Instead of lamenting, it's time for us to take action. You as PDF members have a tremendous advantage over your open shop competitors, the resources of the Foundation. I urge every contractor to take full advantage of all of the programs offered to you throughout the year. In the coming year PDF will be publishing a resource book, that will list

all of the programs offered by the Foundation. As always numerous educational seminars are scheduled for the coming year, along with the ongoing computer training program offered through New Horizons Learning Center.

I wish to thank the trustees for choosing me to be their chairman for the year 2000. I would like to welcome the new trustees Mr. Ron Bregenzer, and Mr. Bill Stack. I look forward to working with, both Bill, Ron and the rest of the trustees. I would also like to take a moment to recognize the contributions of two fine individuals, Tim Wies and Dan Hanson. Both of these men have given of their time to serve you as trustees of this fine organization. In essence they gave more than time; they provided their ideas on how the PDF could serve you the members better. I will miss working with both Tim, and Dan because they have become more than contractors to me, they are now good friends.

In closing, we need to thoroughly examine all of the options available to us through the programs provided by PDF. We can and must make a concerted effort to utilize all of the resources available to us to improve the industry in which we work. It is only through continuing improvement that we can achieve and maintain the level of professionalism necessary to succeed in the future. □

PDF

Board of Trustees

- ED SMITH**
Hartman-Walsh Painting
Chairman
- RON BREGENZER**
Gypsum Specialty
Contractors
- BOB FARRELL**
Guarantee Interiors
- BILL STACK**
Koch Brothers Decorating
- JOE WARD, JR.**
Jos. Ward Painting Co.
- SAM WASHINGTON**
CCR, Inc.

Staff

- ELLEN E. FAHY**
Administrative Assistant
- DANIEL G. WIENSTROER**
Executive Director

“FINISHING TOUCH AWARDS”

COMMERCIAL SPECIAL EFFECTS

1ST PLACE
Spectra Painting Inc.
Chase Park Plaza

2ND PLACE
Koch Brothers Decorating
Log Cabin Club

HONORABLE MENTION
Koch Brothers Decorating
Statue of the Sacred Heart

RESIDENTIAL SPECIAL EFFECTS

1ST PLACE
Benruss Painting Co., Inc.
Sheffield Lot 4

HONORABLE MENTION
Koch Brothers Decorating
Midwest Powder Room with Ocean View

Koch Brothers Decorating
South County Kitchen

COMMERCIAL PAINTING INTERIOR

1ST PLACE
Bazan Painting Co.
Planet Hollywood Remodel

2ND PLACE
Paintsmith's of St. Louis
Super Valu Food Store

HONORABLE MENTION
Jos. Ward Painting Co.
Boeing Learning Center

RESIDENTIAL PAINTING INTERIOR

1ST PLACE
Koch Brothers Decorating
Traditional Interior

COMMERCIAL WALLCOVERINGS

1ST PLACE
Spectra Painting Inc.
Chase Park Plaza

HONORABLE MENTION
Koch Brothers Decorating
University Club

DRYWALL TAPING COMMERCIAL

1ST PLACE
Sundermeyer Ltd.
St. Joseph's Church Cottleville

2ND PLACE
T.J. Wies Contracting Inc.
Missouri Historical Museum

3RD PLACE
Gypsum Specialty
Westminster Christian Academy

INDUSTRIAL STRUCTURES

1ST PLACE
Bazan Painting Co.
Ameren Meramec Barge Unloader

2ND PLACE
Thomas Industrial Coatings
Lavon Lare Tainter Gate

3RD PLACE
Hartman- Walsh Painting Co.
Arkansas River Dam #2

HONORABLE MENTION
Hartman- Walsh Painting Co.
Paducah Uranium Cylinder Refurbishment Program



L to R: Tim Wies, Jos. Ward Jr., Bill Stack, Bob Farrell, Ron Bregenzer, Ed Smith



Bob Wies on left enjoys fun with Fielding West



L to R: Lonnie Smith (Jim Barron Award Winner), Catherine Barron (Wife of Jim Barron), Tim Klotz (Apprentice shop director), Jeff Smith (Paint Smiths employer of Lonnie Smith)

SEVEN DEADLY MISTAKES THAT WILL KILL YOUR PAINTING AND DECORATING BUSINESS

by Henry A Goudreau, Jr, C. S. L.

As a successful contractor, consultant and teacher to the construction industry, I am constantly asked, "What is the biggest problem for the owner of a painting and wallcovering business?" Usually, the questioner wants a simple answer such as "under-capitalization," "competition," "marketplace," or "hiring the wrong people."

The truth is, the answer lies in the owner and the decision making process. While all businesses have their own challenges to overcome, all successful business people have learned how to "manage" not "run" their businesses. They begin the same way we begin any construction job, by laying solid groundwork. This means concentrating on and establishing key financial and time management guidelines. Then, as their business grows, they are prepared to focus on the Big Picture.

You may like to think that your sheer guts, energy, drive; ambition and painting and wallcovering know-how will bring success, and it probably will for a while. But the time does come when all that guts, energy, drive, ambition, and know-how will have to be organized, given direction, planned, strategize, and held to objectives and goals Recognizing and addressing "The 7 Deadly Mistakes" before you get into trouble is part of that process.

Deadly Mistake 1: Not Understanding Your True Costs

Many contractors spend so much time getting work, putting out fires, and handling administrative tasks that they neglect coming to terms with their true costs. Even worse, many admit they don't even know how to calculate them. Instead, they'll use someone else's labor rate, unit price, or markup. Cost analysis is not a turnkey operation and what works for others may or may not work for you. You must take the time and learn how to properly calculate your costs.

Deadly Mistake 2: Not Understanding Your True Overhead Costs

Avoiding this mistake takes a lot of work and a lot of time. I know since I used to spend countless hours calculating and tracking overhead. If you're not careful, it's the silent killer of your business, the one you become aware of only when it's too late.

Learn your overhead. Take the time to know what it costs to run your business. Doing so can be a real eye opener. Every contractor who has worked

through this financial exercise has benefited many times over. Once you understand and become acutely aware of how every dollar and penny is spent, you can make appropriate decisions on where you can cut overhead costs. Keep your overhead small and watch your profits grow.

Deadly Mistake 3: Failure to Work for the Right Profit

Do you know with absolute certainty, right this minute, if you're profitable? Or do you call your accountant and ask if you've had a good year? Do you know how much profit you should be making? I've come across too many contractors that work very hard all year for a measly one or two percent profit margin. And they think this is the norm.

Plan your profit margin. Look at each job before you bid it. Do you need more profit because the job entails higher risks? If so, add it into the bid. Sell value not low price. You'll be able to provide a better product and service your customers properly if you've covered yourself properly.

Deadly Mistake 4: Failure to Structure Your Company Organization

There is only so much of you to go around. If you feel as though you're working for your business and your business isn't working for you, you're right?



continued on p. 5

ST. LOUIS PDCA AWARDS SCHOLARSHIPS

The St. Louis chapter of PDCA presented scholarship awards to following, at their annual Christmas party in December. The below is a brief biography on each recipient.

Julie Holtman

Julie is a freshman at Fontbonne College in St. Louis working on a degree in Business Management, with a concentration in Accounting. Julie plans on becoming a Certified Public Accountant, or work in a related position in the accounting field. In high school at Lindbergh High School in St. Louis, Julie graduated with a grade point average of 4.1 and scored a 27 on her ACT test scores. Julie's parents are James and Anna Holtman, Mr. Holtman is employed by Koch Brothers Decorating.

Crystal Hampton

Crystal is a senior at David H. Hickman High School, in Columbia Missouri. Academically, Crystal ranks in the top seventeen percent in a competitive senior class of over six hundred students. Crystal is planning a major in fashion design along with a business degree, at either

Washington University or State University of New York. In addition to school, Crystal finds time to volunteer in the community. She has worked at the Salvation Army and helped with daycare programs. Crystal's parents are Steve Hampton and Cassie Black; Mr. Hampton is employed by Jos. Ward Painting Company.

Erin Mahnke

Erin is a senior at St. Louis University majoring in Communication Sciences and Disorders. Ms. Mahnke has achieved a 4.0 GPA and has been very active in volunteer work while studying for her degree. Erin volunteers at ChildHaven School here in St. Louis, where she works with autistic children and has also been doing volunteer work for quite some time at the Central Institute for the Deaf. Erin hopes to continue her education attending Graduate School in the field of Audiology, at Washington University's Central Institute for The Deaf. Ms. Mahnke is a two-time winner of the John H. Hinrichs Scholarship, having been a recipient in 1997. □

Seven Deadly Mistakes That Will Kill Your Painting and Decorating Business

continued from p. 4

Too many contractors just won't delegate authority, insisting on being involved in every little day-to-day transaction. Break out of the trap! Hire the right people, give them the responsibility and authority to do their jobs and get out of the way.

As the owner or head of your business, you should be concentrating on building the business. That means planning, creating strategies, establishing viable goals, making sure your organization can cope with change and growth.

Deadly Mistake 5: Failing to Understand Your Capabilities

Everything has limits: you do, and so does your company. Here is a short list of "don'ts." Don't take on more

work than you can handle. Don't take on a project that's too big for you. Don't overextend yourself financially. Don't demand more from your employees than can be reasonably expected. Don't take unnecessary risks. Don't venture into areas that you don't have knowledge or solid experience in.

The "don't" list goes on and on but I think you understand what I mean. The construction graveyard is littered with contractors who failed to recognize and understand their true capabilities.

Deadly Mistake 6: Failure to Firmly Anchor Your Business in a Niche

The most profitable work I've ever done is niche work: specific areas that

continued on p. 12

HEALTH & SAFETY

Employers Risk Higher Penalties Under OSHA Audit Policies, Directive Says

Employers who report inaccurate injury and illness information may face willful and egregious citations during an audit, according to an Occupational Safety and Health Administration directive released Dec. 2.

Effective immediately, the interim compliance directive 00-1 (CPL 2) outlines the range of penalties and citations that OSHA compliance officers will consider when they find evidence of under-reporting injuries and illnesses or other alleged violations during an audit.

"Whenever OSHA recordkeeping violations are identified by Federal personnel conducting audits within their Federal enforcement authority, appropriate citations and penalties shall be proposed," the agency said.

The severity of those alleged violations will range from other-than-serious to willful, repeat, or failure to abate.

However, before issuing the more severe citations, which typically accompany high-dollar penalties, compliance officers are directed to contact their regional administrator or regional solicitor for guidance.

OSHA began auditing employers in August 1997 to assess the accuracy of their responses to OSHA's survey of employer injury and illness data.

The survey, first mailed to employers in February 1996, was designed to collect injury and illness data directly from some 80,000 employers to help the agency better target its limited inspection force at high-hazard sites.

The audit is used to evaluate the accuracy of the employer data submitted for the survey, to determine the impact of the survey on employer recordkeeping practices, and to estimate the general extent of employer compliance with OSHA recordkeeping requirements, according to the directive.

Egregious Penalties Possible

The directive instructs compliance officers to use a new policy that may result in considerably higher penalties when issuing citations.

Under the agency's egregious policy, compliance officers will issue violation-by-violation citations. Rather than grouping the violations together as a single violation, OSHA will cite employers for each instance in which an agency standard is violated.

OSHA conducted some 250 audits of prior year injury and illness records from 1997 through 1998, but only in states where OSHA has direct jurisdiction.

During 1998-1999, the agency conducted another 250 audits of employers' 1997 injury and illness records, but expanded the effort to 61 employers based in states that operate their own job safety enforcement programs.

For 2000, OSHA will conduct another audit of a sample of 250 establishments, which are selected from the group of 80,000 sites surveyed by the agency each year.

The interim compliance directive expires Dec. 2, 2000. □

Appointment of 'Competent Person' Key to OSHA Inspections, Contractors Say

A "competent person" should be the only employee of a contractor authorized to deal with an Occupational Safety and Health Administration compliance officer, according to a recent construction association bulletin.

This "competent person" should be assigned to represent the company during OSHA inspections, the American Society of Concrete Contractors told its members Nov. 3.

A trained alternate should be available as well, according to the bulletin, "How to Cope With an OSHA Inspection," which outlines how employers should prepare for an OSHA inspection.

Repeated requests for the association's guidance spurred ASCC to update and reissue it in November. The bulletin was issued first in 1995.

"What you say can and will be used against you. Don't volunteer information and don't engage in idle chitchat," according to ASCC. "Compliance officers record comments (often out of context) to support their position as the case proceeds."

Adequate preparation by contractors often can determine if OSHA issues a citation or not, the ASCC said. Few companies can avoid an OSHA inspection, but all contractors should prepare for the inevitable, the bulletin said.

Employers also should include information gathered from actual OSHA inspections of their work sites, in addition to keeping their OSHA 200 log current, the bulletin added.

Inspection Procedures

Contractors should assign an employee to stay with an OSHA compliance officer during an inspection, the concrete contractors said.

During the inspection, the OSHA compliance officer may point out several possible OSHA violations, ASCC said. If the competent person agrees, "you will most certainly be cited and fined, even if you correct the situation while the officer watches," ASCC said.

Compliance officers record comments to support their position as the case proceeds, the contractors noted.

However, it is all right for the competent person to disagree about whether a particular condition or practice constitutes a violation, according to ASCC.

"What you say can and will be used against you. Don't volunteer information and don't engage in idle chitchat. Compliance officers record comments (often out of context) to support their position as the case proceeds."

AMERICAN SOCIETY OF CONCRETE CONTRACTORS

For a violation to exist, there must be a reasonable probability that a condition or practice could result in injury or illness to the worker, according to the association.

If there is a valid reason why a citation should not be issued, be sure to voice it, the concrete contractors association suggested.

The competent person should ask questions and seek verification before acting on an officer's advice or instruction, according to the association.

Many or most OSHA compliance officers are not safety or loss control experts, they said.

Do not say anything you aren't sure of—including making educated guesses about conditions observed in the workplace, the association said.

"You may in error provide false information to OSHA which is a criminal offense, or you may wrongfully convict your company of an OSHA violation," the association noted.

Closing Conference

At the end of a site tour, OSHA procedures generally call for a closing conference with the employer, ASCC said.

continued on p. 12

MARKETING VS. SALES: ARE YOU TOO BUSY FOR YOUR OWN GOOD?

continued from p. 1

due. Sound marketing is the only way out of this spiral of inefficiency. The marketing program is what makes the difference between chasing RFPs as another commodity and serving customers who are interested in doing business with your firm. You do not want to give up that kind of edge in any market.

Economic cycles: If you live long enough, you do become a believer in these. A sound marketing program is critical to riding through the down times. A rising tide lifts all ships, which describes the current state of the industry. Only well-positioned, well-marketed firms will thrive during the down times, which inevitably will arrive. A major value driver in any firm is the firm's ability to generate consistent earnings, even in the face of declining markets.

So you need to keep the marketing engine going at all times. That means continuous marketing that keeps your firm positioned in the minds of your target-market participants. It doesn't mean "let's-add-more-horsepower-to-the-proposal-department" marketing. The more business you bring in without jumping through the hoops of the RFP process, the better.

THE ROLE OF SELLING

Selling is a subset of marketing. It's one of the things you do to pull business in the door. Selling involves the face-to-face work of meeting with prospects and clients to convince them to do business with your firm. For many firms, marketing can be "state of the art," but if principals don't spend significant time developing relationships that directly create business, jobs won't be there in the down times. It can be tempting in today's economic environment to cut back on sales calls, because, after all, most firms have more business than they can handle.

Maybe you do have too much to keep up with to allocate the time to the sales process that you would in a tight market. To decrease direct sales time might make sense, because your firm doesn't need as many leads during a boom time. However, you should be cautious about cutting out so much of the face-to-face time that your firm will be at a disadvantage when the market

inevitably turns. The main reasons that some degree of sales effort needs to be maintained are:

Emotional bank balance: Stephen Covey first articulated the idea of relationships having "positive and negative balances." Failure to invest in relationships just because you don't need somebody in the short run can prove disastrous in the long term. Customers don't like to be abandoned, and they will remember if you abandon them.

Defensive strategy: Your clients were all someone else's before you got them. Some degree of continual presence is required to keep any relationship fresh.

Over reliance on client base.

Repeat business is a wonderful thing, but it is more valuable to be in a position that frees you from the fear of losing any one customer. Also, any business needs a continual flow of new leads and business to stay viable. The best quality of new business will not be found without concentrated marketing sales efforts that focus on new accounts.

Anchor for marketing: The best marketing program in the world will be ineffectual without a vibrant sales effort. Far too many firms have built great marketing plans but fall flat in their sales efforts because not enough people are willing to get out of the office and build client relationships. Selling is ultimately the harvesting of the marketing investment.

Competition for client control: The delivery system and service provider that a client selects on a given project will often be determined by which firm has invested the most time in a client.

PREPARE FOR THE DOWNSIDE

The construction market today is about as healthy as it can get. The temptation for many firms is to maximize every ounce of their resources to produce a return on today's business. This is an understandable notion, but caution is advised. Many firms are so busy right now that they're not taking the care they should with their fundamental health and infrastructure needs.

A rising tide lift all ships, but only the well tended will survive the inevitable downside of the cycle.

continued on p. 12

MONEY MANAGEMENT

Five Easy Ways to Save Estate Taxes

1. Leave it to your spouse

The tax law allows you to transfer unlimited assets to your spouse free of any estate or gift taxes.

If your will leaves all of your assets to your surviving spouse and your spouse's will does the same, there is no estate tax when the first one dies. The same result occurs if you and your spouse hold all of your assets as joint tenants with right of survivorship.

This plan is appropriate if your combined estates are less than the lifetime estate tax exemption amount, which is currently \$650,000. (See chart).

When your combined estates exceed the exemption amount, however, this strategy could cost your heirs more estate tax. That's because the value of the surviving spouse's estate may be great enough to exceed the exemption amount, causing estate taxes at the second death.

Of course, the survivor can take steps to reduce the value of their estate, for example, by making lifetime gifts to your children.

Unfortunately, as was demonstrated by the recent airplane crash involving John Kennedy, Jr. and his wife, you can't be assured that your spouse will have time to do the necessary tax planning after your death.

2. Give it away during your lifetime

Every year, you can give \$10,000 each to as many people as you want without paying gift tax or using any of your exemption amount.

A married couple with two married children and four unmarried grandchildren each have eight potential donees to consider. Each parent can gift a total of \$80,000 each year, or \$1.2 million over a 15-year period without paying a dollar of gift tax. Moreover, any future increase in value from investing the gifts escapes tax in the parents' estates.

3. Leave it to charity

While most people are not so benevolent as to leave their entire estates to

charity, the tax law imposes no limit on the portion of your estate that qualifies for the charitable deduction.

For those who want recognition during their lifetime, a charitable remainder trust may be considered. Such a trust pays income during your lifetime to you or your designated beneficiary and distributes the trust assets to your named charity at your death.

4. Never own an insurance policy on your own life

The value of any life insurance policy that you own is included in your estate, even if you are not the beneficiary of the policy. Obviously, if the policy is on your life, the value of that policy at the date of your death is the policy's death benefit.

You should never own a life insurance policy on your own life. While anyone else could be the owner, usually the most efficient tax planning strategy is to have the policy owned by an irrevocable trust.

By giving the policy away during your lifetime, the gift tax cost can be minimized or eliminated. The value of a whole life policy for gift tax purposes is approximately its cash surrender value. The value of a term policy for gift tax purposes is approximately its unexpired premium, if the gift is made between premium dates.

A properly structured irrevocable life insurance trust can keep the proceeds of a life insurance policy out of both your estate and your spouse's estate, while still providing your spouse with the benefits of all the income earned by investing the insurance proceeds.

5. Spend it all before you die

For those who plan to follow this sure-fire estate tax savings technique, you might want to read the venerable George Barr McCutcheon's comedy, "Brewster's Millions," or see any of the the seven movies based on this novel. Spending a great deal of money may not be as easy as you think it is. □

Lifetime Estate Tax Exemption

1999	\$650,000
2000	\$675,000
2001	\$675,000
2002	\$700,000
2003	\$700,000
2004	\$850,000
2005	\$950,000
2006	1 million

While this newsletter is designed to provide accurate and authoritative information on the subjects covered, The Painting & Decorating Foundation is not engaged in rendering legal, accounting, or other professional or technical advice. Accordingly, the PDF cannot warrant the accuracy of the information contained in this newsletter and disclaims any and all liability which may result from publication of or reliance on the information provided herein. If legal advice or other expert assistance or advice is required, the services of a competent, professional person should be sought.

PAINTING & DECORATING FOUNDATION

ILLINOIS

EDWARDSVILLE

R & M Painting618-656-7649

SAUGET

TPC Industrial Services618-337-9010

MISSOURI

AUGUSTA

Koch & Bine636-228-4814

ARNOLD

The Hanging Shop, Inc.314-931-5881

BALLWIN

Gerau & Son Painting Co.314-458-3566

BEAUFORT

Stuesse Painting Co.573-484-3153

BRIDGETON

CCR, Inc.314-209-0935

Coatings Unlimited, Inc.314-739-1081

Degenhardt Contracting314-739-7772

D.E.W. Painting, Inc.314-291-3108

Spectra Painting, Inc.314-291-3120

Sundermeyer Ltd.314-344-3288

T. S. O'Brien & Sons.314-770-2279

CEDAR HILL

Dan Reuther Ptg. & Remodeling. .636-285-4849

CHESTERFIELD

B & G Painting Co.636-519-9100

C. L. Ackerman Painting Co.636-458-9691

Goal Contracting Co.636-519-1166

Precision Painting636-391-1019

Primary Colors, Inc.636-458-8600

CRYSTAL CITY

D. Larsen Ptg. & Dec.636-933-3856

DEFIANCE

Ken Cross Painting Co.314-872-4112

DeSOTO

Mastercraftsmen Construction .636-337-4913

EARTH CITY

Ben Hur Construction314-298-8007

ELLISVILLE

Oak Hill Painting Co.636-394-7216

EUREKA

Meyer Painting636-938-9078

FENTON

B & C Painting Co.636-285-4878

O. Voorhees Painting Co.636-349-1656

P. M. Leach Ptg. & Dec.636-343-4061

FLORISSANT

Aetna Coatings, Inc.314-839-9191

M. J. Behlmann Construction314-837-7337

O'Neill Painting314-830-6458

Precise Ptg. & Wallcovering314-921-4144

Select Structures, Inc.314-940-8222

Specialty Coatings, Inc.314-839-0809

Vaughn Painting Co.314-838-9797

FORISTELL

Schmidt Drywall & Ptg.636-828-4488

HAZELWOOD

Jay-Bee Painting & Decorating. .314-731-0365

Terbrock Painting314-432-8011

The PaintSmiths of St. Louis.314-731-2527

HILLSBORO

J & D Drywall636-797-2589

HIGH RIDGE

Jasid Construction, Inc.636-677-5425

IMPERIAL

McCoy Drywall, Inc.636-296-4664

LABADIE

Alamo Painting Co.636-451-0040

LAKE ST. LOUIS

T.J. Wies Contracting636-561-8555

MARYLAND HEIGHTS

Cassel Drywall & Painting.314-344-0068

Umpire Industries, Inc.314-434-8000

O'FALLON

Advanced Drywall Systems, Inc. .636-978-1097

Crafton Contracting Co.636-240-9054

Diversified Drywall Systems.636-272-7576

Richardville Painting, Inc.636-272-8446

Wehmeier Drywall, Inc.636-240-1741

PACIFIC

Brinson Ptg. & Drywall314-902-6345

PEVELY

Riverfront Industrial Coatings. .636-475-3500

Thomas Industrial Coatings.636-475-3500

ST. CHARLES

B.R. Construction.636-477-0487

Custom Coatings, Inc.636-946-2772

Custom Finish Ptg. & Dec.636-947-8289

DHC, Inc.636-441-9500

D & T Quality Painting.636-946-5755

Earl Banze Construction.636-928-6766

Ed Crow Construction.636-940-1200

Grau Contractors, Inc.636-949-9554

GBI, Inc.636-928-6336

Hartrum Bros. Wallcovering.636-441-6344

Howard Drywall636-441-7679

Independent D/W Services.636-939-0307

Kustom Kraft, Inc.636-441-4098

Laramie Drywall Co., Inc.636-946-4949

Larry Terbrock Construction.636-928-8016

Mills Painting & Decorating.636-441-1757

Norb Hackmann, Inc.636-447-2148

Peerless Painting Co.636-949-7999

Rainbow Painting Co.636-441-1252

River City Drywall Co.636-441-9657

Technicote636-939-5353

Schierding Construction.636-949-6769

Whittaker Construction Co.636-940-1800

ST. LOUIS

Anderson Drywall, Inc.314-846-1987

Bazan Lead Abatement Co.314-991-3500

Bazan Painting Co.314-991-3500

Benruss Painting Co., Inc.314-427-0770

Bilgere Ptg. & Dec.314-918-1566

Buckley-Peek Painting, Inc.314-638-0094

Capitol Restorations.314-231-2710

Cissi Ptg. & Dec.314-416-0466

DKW Construction Co.314-367-0303

Dolan & Crawford Ptg. & Dec. .314-843-2991

Edward Simon Painting Co.314-647-4031

Effan Painting & Decorating.314-729-0036

Guarantee Interiors314-533-3500

Gypsum Specialty Contractors. .314-351-0445

Hartman-Walsh Painting Co.314-863-1800

Hogan Painting314-968-2635

Icon Contracting314-962-2211

Interior Construction Services. .314-644-6664

ISC Contracting.314-533-1888

John Bender, Inc.314-426-3736

John Steurer Plastering

& Drywall.314-822-9030

Joe W. Bell Decorating Co.314-645-3330

Jos. Ward Painting Co.314-644-0500

Koch Brothers Decorating.314-862-8383

LaClair Painting & Decorating. .314-991-0600

LeBeau & Sons Custom Painting. .314-842-3163

Loire Ptg. & Wallpapering.314-968-4884

Louis A. Bunda & Son, Inc.314-429-1678

Menkhus Painting Co.314-487-9059

Morie & Willems Ptg. & Dec.314-721-5510

Nelson Painting Corp.314-973-5239

Niehaus Construction Services. .314-533-8434

Picco & Benson, Inc.314-962-3949

Pisani Painting Co.314-776-1817

R. C. Schneider & Assoc.314-918-1278

Raftery Enterprises, Inc.314-867-5200

Robert H. Kleine Painting Co. .314-842-2846

Ronny Lichtenstein Decorators. .314-894-0407

Runge Painting Co.314-845-1554

Slattery Painting Co.314-427-7703

Spectrum Coatings, Inc.314-544-4900

South County Taping Co.314-892-6273

Steller Services.314-771-7792

Vee-Jay Cement Contracting.314-351-3366

Wayne M. Willenbrock, Inc.314-849-1672

Werner Winker Drywall314-894-1275

William Davidson Painting Co. .314-961-3085

West Park Painting Co., Inc.314-781-3750

Wies Drywall & Construction. .314-432-5040

ST. PETERS

Brush Masters Painting636-279-6200

C. E. Blackburn Drywall, Inc.636-928-0220

C & N Painting Co.636-928-7944

Ideal Interiors, Inc.....636-949-5919
 Norr Corporation.....636-397-4747
 Quality Drywall, Inc.636-240-8318
 VSP Construction Services.....636-441-7712

TROY

Steveson's Painting.....636-462-9002

VILLA RIDGE

Harms-Troesser Construction...314-645-2091

WARRENTON

The Finishing Touch636-456-4352
 Ruether & Sons Drywall, Inc.636-456-4544
 Shamrock Drywall, Inc.636-456-2537

WASHINGTON

S & J Painting.....636-390-8533

WENTZVILLE

Borgmeyer Drywall.....636-327-5366

Camelot Coatings636-398-4286
 Countryside Ptg. & Dec.....636-828-4539
 Fanning & Sachs Drywall Co.636-332-9070
 G & G Drywall Co., Inc.636-327-6416
 Hakenewerth Drywall Co.....636-327-8711
 Knaust Drywall, Inc.636-332-5192
 Lobo Painting, Inc.....636-978-2442
 Orf's Drywall Systems.....636-332-6472
 Protective Coating636-327-3306
 Wilmes Drywall Co., Inc.636-327-6685

Painting & Decorating Contractors of America (PDCA) St. Louis Chapter #2 Associate Members

AA Coatings

612 Gravois Rd.
 Fenton, MO 63026
 636-343-7887

Asset Consulting Group

7700 Bonhomme Ave.
 St. Louis, MO 63105
 314-862-4848

Benjamin-Moore Paints

651 East Vandalia
 Edwardsville, IL 62026
 314-231-4060

Crismar Wallcoverings

1771 Larkin Williams
 Fenton, MO 63026
 636-343-1255

D. B. Rasmussen & Associates

1642 Old Baxter Rd.
 Chesterfield, MO 63017
 636-537-4004

Farrell-Calhoun

2355 Centerline Industrial Dr.
 St. Louis, MO 63146
 314-567-5811

Finan Publishing Co.

8730 Big Bend Blvd.
 St. Louis, MO 63119
 314-961-6644

Flanagan Paint & Wallpaper

9405 Gravois
 St. Louis, MO 63123
 314-638-3850

Hirshfield's

12379 Cross Creek Cove
 St. Louis, MO 63141
 314-205-9008

Huntleigh Fund Distributors

8000 Maryland Ave.
 St. Louis, MO 63105
 314-727-5454

Hydraflow Equipment Co.

8125 Brentwood Industrial Dr.
 St. Louis, MO 63144
 314-644-6677

ICI/Dulux Paints

5943 Sue Mandy Dr.
 St. Peters, MO 63376
 636-397-5183

J. M. Lynne Co.

1444 Oak Lawn Ave.
 Dallas, TX 75207
 800-611-5870

Lewis, Rice & Fingersh

500 N. Broadway
 St. Louis, MO 63102
 314-444-7600

Lou Fusz Motor Co.

10950 Page Ave.
 St. Louis, MO 63132
 314-569-2700

MAB Paints

13733 Rider Trail North
 Earth City, MO 63045
 314-298-7433

Midwest Aerials & Equipment Co.

2231 Papin
 St. Louis, MO 63103
 314-588-1300

Mississippi Valley Advisors

P.O. Box 387
 St. Louis, MO 63166
 314-418-2698

National Wallcovering

2001 S. Hanley
 St. Louis, MO 63144
 314-644-2008

Porter Paints Co.

6717 Clayton Rd.
 St. Louis, MO 63117
 314-727-4777

PPG Industries, Inc.

1529 Cove Lane
 St. Louis, MO 63138
 314-741-8325

Reineke Decorating Center

12017 Manchester
 St. Louis, MO 63131
 314-821-1616

RNC Enterprises, Inc.

529 Coulter Ave.
 St. Louis, MO 63122
 314-822-7747

RSC/M.J. Struckel Co.

4609 Cross Roads Industrial Dr.
 Bridgeton, MO 63044
 314-291-0900

Sherwin-Williams

2145 Schuetz Rd.
 St. Louis, MO 63146
 314-997-3706

Tnemec Company, Inc.

1615 N. Broadway
 St. Louis, MO 63102
 314-241-4722

The Coatings Resource

1222 S. 8th St.
 St. Louis, MO 63104
 314-241-5333

Thybonny Wallcoverings

8630 Delmar
 St. Louis, MO 63124
 314-994-0053

Weber Chevrolet

12015 Olive Blvd.
 St. Louis, MO 63141
 314-567-3300

Wall & Ceiling Contractors Association of Metro St. Louis (WCCA) Associate Members

Ceiling Supply

120 Boulder Industrial
 Bridgeton, MO 63044
 314-739-6800

Midwest Aerials & Equipment Co.

2231 Papin
 St. Louis, MO 63103
 314-588-1300

Missouri Drywall Supply

314 McDonnell Blvd.
 Hazelwood, MO 63042
 314-731-2282

Negwer Materials, Inc.

49 Airport Rd.
 St. Louis, MO 63135
 314-522-0579

P & A Drywall Supply

2600 Endicott
 St. Louis, MO 63114
 314-426-3785

RSC/M.J. Struckel Co.

4609 Cross Roads Industrial Dr.
 Bridgeton, MO 63044
 314-291-0900

St. Louis Plaster Bureau

4656 Baumgartner Rd.
 St. Louis, MO 63129
 314-894-0200

U. S. Gypsum Company

900 S. Highway Dr.
 Fenton, MO 63026
 636-349-0980

Seven Deadly Mistakes That Will Kill Your Painting and Decorating Business

continued from p. 5

provide great work, great pricing, and great profits. Market yourself aggressively to one or more target audiences and you'll be happier (and more profitable) in the long run.

Deadly Mistake 7: Failure to Continue Your Marketing in a Downtrend Sales are down! Profits are down! The economy is down! Gut marketing!

Give me a break. Why would you cut marketing? It doesn't make sense. Everything you've ever spent or done to give your company a brand name or recognition gets flushed down the drain when you stop marketing. You never stop marketing unless you want to be

forgotten. You sell your new fancy car or boat, but you never stop marketing. It's the lifeblood of your company. Find other areas you can cut, but don't cut marketing. It is the one thing that can get you and your business through the rough times.

Getting the Big Picture

It takes more than long hours, guts, drive, energy, and luck to run a successful contracting business. It takes finely honed business skills that any painting and wallcovering contractor can learn. Take control of your business and your future today. Focus on the Big Picture! □

Appointment of 'Competent Person' Key to OSHA Inspections, Contractors Say

continued from p. 7

This is not a friendly chat or a chance to talk the compliance officer out of a citation, they noted. This is the time when the compliance officer discusses the officer's findings and looks for admission of fact that will help OSHA prove its charges.

If you lack the confidence or skills to avoid unexpected admissions, be sure to let the compliance officer know that you do not want a closing conference, they said.

The bulletin also includes suggestions on how to contest citations and describes when an employer should consider obtaining legal counsel for an informal conference.

Construction is a high-risk industry that, in the past, has accounted for as much as 60 percent of all OSHA inspections, the bulletin noted. □

Marketing vs. Sales: are you too busy for your own good?

continued from p. 8

It takes tremendous discipline to sacrifice today's return for the long-term health of the business.

However, unless you are only in business for the short term, a solid marketing and sales program is

an essential part of making sure that your company continues to thrive in the future. □

Used with permission from the July 1999 issue of the *FMI Management Letter*, FMI Corporation (919-787-8400)

PDF

CALENDAR

FEBRUARY

- 12** **WCCA Social**
Graphic Banquet Hall – 6 p.m.
- 16&17** **Construct/Mart Show America's Center** – Noon to 8 p.m.
- 24** **PDF Board Meeting**
PDF Office – 11:30 a.m.

MARCH

- 9** **PDCA/WCCA Mtg.**
Jeremiah's Restaurant – 6 p.m.
- 15-18** **PDCA National Convention**
Tampa, Florida
- 30** **PDF Board Meeting**
PDF Office – 11:30 a.m.

APRIL

- 13** **PDCA/WCCA Mtg.**
Jeremiah's Restaurant – 6 p.m.
- 15-18** **Seminar on Leadership Skills**
Friday 8:30 a.m. to 4 p.m., Saturday 9 a.m. to 12 p.m.
- 21** **Good Friday**
PDF Office Closed
- 25** **CSI Trade Show**
Hyatt at Union Station
Noon to 7 p.m.
- 29** **AWCI National Convention**
Las Vegas, Nevada

Printed in the U.S.A. by skilled union craftsmen