

Strategic Plan For Promoting Concrete Parking Areas

2007-2010



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Mission: Maintain and expand markets for concrete parking areas.

Goals

1. Increase market share for concrete parking areas.
2. Develop and maintain an effective delivery system.
3. Ensure regular and effective communications among industry promoters and stakeholders.
4. Provide quality and timely support materials and services.
5. Educate respective stakeholders, promoters and customers.
6. Develop and implement an effective measurement system.

Goal 1:

Increase market share for concrete parking areas. Approximate total annual parking area potential in both new and reconstruction is 88 million cubic yards of ready mixed concrete and 22 million tons of cement.

Objectives

- 1.1 Increase national market share from 9.1% (2005) to 15% by December 31, 2010.
- 1.2 Create an inventory of current industry promoters and promotion efforts, including strategies and tactics employed.
- 1.3 Strive to increase the number of trained professional promoters working within the state and area ready mixed concrete associations and/or RPGs.
- 1.4 In conjunction with local promoters, develop strategic plans for each area.

Strategies and actions for Objective 1.1 – Increase national market share from 9.1% to 15% by December 31, 2010.

- 1.1.1 Form a national Steering Committee, with representation from all stakeholder groups, to oversee the implementation of this strategic plan and with the authority to monitor progress and modify the plan if necessary.

	ACTION	RESPONSIBILITY	INITIATE	COMPLETE	BUDGET IMPACT
1.1	Form a national Steering Committee, with representation from all stakeholder groups, to oversee the implementation of this strategic plan and with the authority to monitor progress and modify the plan if necessary.	NRMCA	2/1/07	5/1/07	None
1.1	Audit and review plan effectiveness and update the plan as appropriate	Steering Committee	8/10/07	12/31/10	None

- 1.1.2 Integrate NRMCA National Accounts Program into the overall promotion effort.

ACTION: See related items under Goals 2 and 3.

1.1.3 Engage state and area ready mixed concrete associations and RPGs as partners in the promotion effort.

ACTION: See related items under Goals 2, 3 and 5.

1.1.4 Include both conventional and pervious concrete in promotion efforts.

ACTION: See related items under Goals 4, 5 and 6

1.1.5 Pursue opportunities to work with Concrete Industry Management (CIM) programs in support of Plan objectives including making use of student manpower as appropriate.

Strategies and actions for Objective 1.2 – Create an inventory of current industry promoters and promotion efforts, including strategies and tactics employed.

1.2.1 Identify regional/local industry parking lot promoters and survey them to determine program characteristics.

ACTION	RESPONSIBILITY	DATE INITIATED	DATE COMPLETED	BUDGET IMPACT
Identify and create list of local and regional industry promoters	NRMCA, PCA	2/1/07	5/1/07	None
Develop report listing promoters and summarizing program characteristics (e.g. strategies, tactics)	NRMCA, PCA	5/1/07	8/1/07	None
Update report periodically	NRMCA, PCA	1/1/08	5/1 each year	None
Post report on ConcretePromotion.org (See Goal 3)	NRMCA	5/1/08	6/1 each year	None
Develop Best Promotion Practices Manual based on report (See Goal 4).	NRMCA	1/1/08	7/1/08	None
Post Best Promotion Practices Manual on ConcreteParking.com (See Goal 3)	NRMCA	7/1/08	8/15/08	None

Strategies and actions for Objective 1.3 - Strive to increase the number of trained professional promoters working within the state and area ready mixed concrete associations and/or RPGs.

1.3.1 In response to very large parking area potential, increasing awareness of concrete as an environmentally friendly material and growing market concerns with the negative environmental impact and fast rising cost of asphalt, state and area ready mixed concrete associations, RPGs and NRMCA are strongly encouraged as part of the strategic planning process to optimize parking area promotion objectives and manpower requirements to maximize concrete industry benefit. Promotion efforts should also take advantage of the support and time companies and members are willing to contribute.

ACTION: See related item under Goal 2.5.1

Strategies and actions for Objective 1.4 – In conjunction with local promoters, develop strategic plans for each area.

1.4.1 Provide training and/or facilitation services for local promoters in developing strategic plans.

ACTION: See related items under Goals 2, 3 and 5.

Goal 2

Develop and maintain an effective delivery system.

Objectives:

- 2.1 Engage regional and local organizations in every region to participate in the promotion effort.
- 2.2 Establish linkage between national and regional/local organizations that emphasizes superior communications, cooperation and accountability.
- 2.3 Establish a network at the regional/local level to “pull through” appropriate projects initiated by the NRMCA National Resource Directors and to provide assistance when feasible in establishing new national accounts.
- 2.4 Assist local promoters to develop strategic plans.
- 2.5 Increase the number of trained professional promoters working within the state and area ready mixed concrete associations and/or RPGs.

Strategies and actions for Objective 2.1 – Engage regional and local organizations to participate in the promotion effort.

2.1.1 Coordinate contact with state and area ready mixed concrete associations and RPGs to gain involvement and commitment to the program

ACTION	RESPONSIBILITY	DATE INITIATED	DATE COMPLETED	BUDGET IMPACT
Contact state and area ready mixed concrete associations	NRMCA	2/1/07	5/1/07	None
Contact RPGs	George Barney	2/1/07	4/1/07	None
Obtain commitments	NRMCA, George Barney	5/1/07	12/31/07	None

Strategies and actions for Objective 2.2 – Establish linkage between national and regional/local organizations that emphasizes superior communications, cooperation and accountability.

ACTION: See related items under Goal 3.

Strategies and actions for Objective 2.3 – Establish a network at the regional/local level to “pull through” appropriate and available projects initiated by the NRMCA National Resource Directors and to provide assistance when feasible in establishing new national accounts.

2.3.1 Establish contact and build working relationship between NRMCA National Resource

Directors and regional/local contacts.

ACTION	RESPONSIBILITY	DATE INITIATED	DATE COMPLETED	BUDGET IMPACT
Include this as part of the NRMCA regional meeting agendas (see 2.2.1)	NRMCA	5/1/07	12/31/07	None
Establish the role and operating procedures of the regional/local contacts	NRMCA, Steering Committee	4/1/07	6/1/07	None

Strategies and actions for Objective 2.4 – Assist local promoters to develop strategic plans.

2.4.1 Encourage regional meetings to initiate the strategic planning process.

ACTION	RESPONSIBILITY	DATE INITIATED	DATE COMPLETED	BUDGET IMPACT
Encourage regional meetings to facilitate development of local promotion strategic plans (see Goal 5)	NRMCA, PCA	4/1/07	12/31/07	TBD
Provide upon request facilitation and assistance for the development of local strategic parking lot plans through RPG-initiated regional meetings	NRMCA, PCA	4/1/07	12/31/07	TBD
Encourage the submission of state strategic plans for “roll-up” in NRMCA state affiliate Congress	NRMCA	5/1/07	12/31/10	None
Audit and review state strategic plans and effectiveness and update the national plan as appropriate	Steering Committee	8/10/07	12/31/10	None

Strategies and actions for Objective 2.5 - Increase the number of trained professional promoters working within the state and area ready mixed concrete associations and/or RPGs.

2.5.1 In conjunction with strategic planning, encourage state and area ready mixed concrete associations, RPGs and NRMCA to balance promotion objectives and manpower requirements in a manner that optimizes benefits for the concrete industry.

ACTION	RESPONSIBILITY	DATE INITIATED	DATE COMPLETED	BUDGET IMPACT
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Evaluate market potential in conjunction with strategic planning process	PCA	7/1/07	12/31/08	None
Support associations and RPGs in conducting ROI analysis in conjunction with strategic planning process	NRMCA	7/1/07	12/31/08	None
Optimize number of trained professional promoters based on ROI analysis and available resources	State/area ready mixed concrete associations and RPGs	7/1/07	12/31/08	TBD

Goal 3

Ensure regular and effective communications among industry promoters and stakeholders.

Objectives:

- 3.1 Develop strategic plan for introducing program to concrete promoters at all levels, including at the Professional Promoters Workshop, NRMCA and RPG meetings
- 3.2 Circulate regular industry updates on parking lot strategic plan progress.
- 3.3 Develop promoter Web site to support communications and provide access to plans and tools (ConcretePromotion.org).
- 3.4 Periodically circulate electronic newsletter to expand promotion awareness.

Strategies and action for Objective 3.1 – Develop strategic plan for introducing program to concrete promoters at all levels, including at the Professional Promoters Workshop, NRMCA and RPG meetings.

- 3.1.1 Review options and implement plans for introducing plan to industry-at-large.

ACTION	RESPONSIBILITY	DATE INITIATED	DATE COMPLETED	BUDGET IMPACT
Review opportunities to reach management of concrete, cement and other stakeholder industry companies	NRMCA, PCA, Steering Committee	2/1/07	5/1/07	None
Formulate and implement plan for presentations and other communications targeted to this group	NRMCA, PCA, Steering Committee	5/1/07	12/31/07	TBD

- 3.1.2 Review options and introducing plan to promoters in order to gain support and commitment for participation.

ACTION	RESPONSIBILITY	DATE INITIATED	DATE COMPLETED	BUDGET IMPACT
Introduce program at Professional Promoters Workshop in Skokie	NRMCA,PCA	2/1/07	5/3/07	None

Utilize existing NRMCA regional meetings, NRMCA 2007 Spring Convention, RPG meetings, and State & Local Association meetings for introduction of program.	NRMCA, RPGs, state/local associations	2/1/07	9/1/07	None
Develop presentations to introduce plan to industry in appropriate venues	NRMCA	2/1/07	4/1/07	None

Strategies and action for Objective 3.2 – Circulate regular industry updates on parking lot strategic plan progress.

3.2.1 Review industry update options and implement on scheduled basis.

ACTION	RESPONSIBILITY	DATE INITIATED	DATE COMPLETED	BUDGET IMPACT
Finalize content plans, formats and frequency	NRMCA	4/1/07	6/1/07	None
Prepare regular update and distribute	NRMCA	6/1/07	7/1/07 Repeat periodically	None

Strategies and action for Objective 3.3 – Develop promoter Web site to support communications and provide access to plans and tools (ConcretePromotion.org).

3.3.1 Develop and implement Web site design and content

ACTION	RESPONSIBILITY	DATE INITIATED	DATE COMPLETED	BUDGET IMPACT
Develop Web site design, format and initial content	NRMCA	2/1/07	9/1/07 Launch Date	TBD
Maintain site with new and updated content	NRMCA	9/1/07	10/1/07 Repeat monthly	None

Strategies and action for Objective 3.4 – Periodically circulate electronic newsletter to expand promotion awareness.

3.4.1 Select best option for distributing new newsletter or becoming part of existing promotion newsletter

ACTION	RESPONSIBILITY	DATE INITIATED	DATE COMPLETED	BUDGET IMPACT
Explore advisability of incorporating under existing PCA promotion newsletter	NRMCA, PCA	2/1/07	4/1/07	None
Finalize content plans, formats, frequency; distribute	NRMCA, PCA	4/1/07	7/1/07 (launch)	None

Goal 4

Provide quality and timely support materials and services.

Objectives:

- 4.1 Enhance Concrete Pavement Analyst (CPA) software.
- 4.2 Develop new collateral and materials to support promotion effort.
- 4.3 Enable opportunities for project-focused local promotion.
- 4.4 Deliver central parking lot design assistance-service to specifiers through local promoters.
- 4.5 Provide new parking lot Success Story Database.
- 4.6 Provide Best Promotion Practices Manual based on periodic review of local programs.

Strategies and action for Objective 4.1 - Enhance CPA software

- 4.1.1 Review CPA functionality and develop plan to expand ease of use and material for assisting in strategic promotion activities, i.e., “template for success.”

ACTION	RESPONSIBILITY	DATE INITIATED	DATE COMPLETED	BUDGET IMPACT
Review CPA functionality and help material	NRMCA	6/1/06	2/1/07	None
Develop software update to enhance simplicity and functionality	NRMCA	2/1/07	12/31/07	TBD
Enhance support materials to simplify use and offer “model” approaches for use in promotion	NRMCA	6/1/06	6/1/07	None

Strategies and action for Objective 4.2 - Develop new collateral to support promotion effort.

- 4.2.1 Review existing promotion materials to determine needed new items, then develop new materials.

ACTION	RESPONSIBILITY	DATE INITIATED	DATE COMPLETED	BUDGET IMPACT
Review existing parking lot promotion materials to establish key needed items	NRMCA	6/1/06	2/1/07	None
Utilize <i>Concrete Industry Collateral Working Group</i> for promoters to identify long-term parking collateral needs, ensure successful implementations	NRMCA	2/1/07	12/31/10	None

Develop new flip-chart “pitch book” and PowerPoint for promoter’s use in presenting to specifiers	NRMCA	6/1/06	6/1/07	TBD
Develop and provide hard-copy “road-map” overview/ reference guide of program for promoters	NRMCA	2/1/07	5/1/07	None
Make existing (and any future) ad slicks available on ConcretePromotion.org	NRMCA	2/1/07	9/1/07	None

Strategies and action for Objective 4.3 – Enable opportunities for project-focused local promotion and follow-through.

4.3.1 Review and implement best methods for creating project-focused local promotion opportunities.

ACTION	RESPONSIBILITY	DATE INITIATED	DATE COMPLETED	BUDGET IMPACT
Review approaches and outside services to assist in local project-focused promotion	NRMCA	6/1/06	2/1/07	None
Select most promising vendor program that meets cost and implementation feasibility (Buildings Under Design—BUD is leading candidate)	NRMCA	2/1/07	5/1/07	None
Finalize and implement selected vendor program that meets requirements	NRMCA	5/1/07	7/1/07 (launch date)	Estimate: \$3,500 plus \$50 per state
Expand advertising for NRMCA Web-based specifier assistance programs to increase leads that are provided to state and local promotion partners	NRMCA	2/1/07	6/1/07	\$20,000 per year

Strategies and action for Objective 4.4 – Deliver central parking lot design-assistance service to specifiers through local promoters.

4.4.1 Research, develop and deliver program to provide parking lot design assistance service to local specifiers in support of local promotion.

ACTION	RESPONSIBILITY	DATE INITIATED	DATE COMPLETED	BUDGET IMPACT
Research approaches to deliver service	NRMCA	6/1/06	2/1/07	None
Finalize RFP for outside vendor to provide service	NRMCA	9/1/06	3/1/07	None
Select vendor for service delivery and launch service	NRMCA	3/1/06	7/1/07 (launch date)	TBD
Develop operation guidelines for service implementation	NRMCA	4/1/06	7/1/07	None

Strategies and action for Objective 4.5 – Provide new parking lot Success Story Database.

4.5.1 Develop parameters for Success Story database, develop and post on Web site, create awareness of value to boost participation and use.

ACTION	RESPONSIBILITY	DATE INITIATED	DATE COMPLETED	BUDGET IMPACT
Develop key parameters, including database fields	NRMCA	6/1/06	2/1/07	None
Develop and post on ConcretePromotion.org	NRMCA	2/1/07	9/1/07	None
Promote value to encourage participation	NRMCA	9/1/07	12/31/07	None

Strategies and action for Objective 4.6 – Provide Best Promotion Practices Manual based on periodic review of local programs.

4.6.1 Periodically review and report on local programs and provide best practices report

ACTION	RESPONSIBILITY	DATE INITIATED	DATE COMPLETED	BUDGET IMPACT
Develop report summarizing program characteristics (e.g. strategies, tactics; update periodically)	NRMCA, PCA	4/1/07	8/1/07	None
Develop Best Promotion Practices Manual based on report (See Goal 1.2)	NRMCA	1/1/08	7/1/08	None
Post Best Promotion Practices Manual on ConcretePromotion.org (See Goal 3)	NRMCA	7/1/08	7/15/08	None

Goal 5

Educate respective stakeholders, promoters and customers.

Objectives:

- 5.1 Through communications programs emphasize the benefits of concrete promotion and the particular opportunity for market share gains in parking lots.
- 5.2 Expand efforts to educate industry promoters and specifiers in particular about the environmental benefits of concrete.
- 5.3 Provide “how to” guides and model strategies for making use of promotion tools and services.

Strategies and action for Objective 5.1 - Through communications programs emphasize the benefits of concrete promotion and the particular opportunity for market share gains in parking lots.

- 5.1.1 Develop key messages and incorporate into communications

ACTION: See related items under Goals 2 & 3.

Strategies and action for Objective 5.2 - Expand efforts to educate industry promoters and specifiers about the environmental benefits of concrete.

- 5.2.1 Review current program and develop new and expanded programs for educating promoters and specifiers about concrete parking lots’ environmental benefits

ACTION	RESPONSIBILITY	DATE INITIATED	DATE COMPLETED	BUDGET IMPACT
Review industry education efforts in support of concrete environmental benefits	NRMCA, PCA	2/1/07	9/1/07	None
Develop plan to unify and expand efforts for environmental education	NRMCA, PCA	6/1/07	2/1/08	None
Implement new environmental education plans	NRMCA, PCA	2/1/08	7/1/08	TBD

- 5.2.2 Create new “Web Site for the Industry” for industry promoters and specifiers as a one-stop reference and referral-site for concrete environmental information with a strong emphasis on parking lots (www.GreenConcrete.info).

ACTION	RESPONSIBILITY	DATE INITIATED	DATE COMPLETED	BUDGET IMPACT
Research existing “green” concrete information	NRMCA	10/1/07	2/1/08	None
Develop site content, structure and design	NRMCA	2/1/08	6/1/08 (Launch date)	TBD

Strategies and action for Objective 5.3 - Provide “how to” guides and model strategies for making use of promotion tools and services.

5.3.1 Develop guides and model strategies for key concrete promotion tools and services and deliver with those items.

ACTION: See related items under Goal 1.2.1, Goal 4.

Goal 6

Develop and implement an effective measurement system.

Objectives:

- 6.1 Report market share on a rolling 12-month basis at the national, regional and state levels as a measure of promotion effectiveness.
- 6.2 Increase the accuracy and utility of the Reed Construction database.
- 6.3 Conduct decision maker attitude and perception studies every third year to provide focus to promotion efforts and as a measure of progress.
- 6.4 Create a database for measuring concrete parking area market share in the reconstruction market (initial report covers only new construction).

Strategies and action for Objective 6.1 – Report market share quarterly on a national, regional and state basis as a measure of promotion effectiveness.

6.1.1 Conduct market share evaluation, prepare and post report

ACTION	RESPONSIBILITY	DATE INITIATED	DATE COMPLETED	BUDGET IMPACT
Analyze Reed Construction database to determine concrete market share and prepare report	PCA Director, Market Research	3/31/07 Repeat quarterly	5/15/07 Repeat quarterly	None
Make report available to NRMCA for posting on ConcretePromotion.org	PCA Director, Market Research	5/1/07 Repeat quarterly	5/15/07 Repeat quarterly	None
Post report on ConcretePromotion.org	NRMCA	5/2/07 Repeat quarterly	6/1/07 Repeat quarterly	None

Strategies and action for Objective 6.2 – Increase the accuracy and utility of the Reed Construction database.

6.2.1 Increase the number of projects entered annually in the Reed Construction database.

ACTION	RESPONSIBILITY	DATE INITIATED	DATE COMPLETED	BUDGET IMPACT
Increase annual projects to 6000 (double the 2005 benchmark)	PCA Director, Market Research	3/1/07	12/31/10	None

6.2.2 Introduce the capability in the Reed Construction database to identify projects using pervious concrete, including partial use.

ACTION	RESPONSIBILITY	DATE INITIATED	DATE COMPLETED	BUDGET IMPACT
Explore viability with Reed Construction	PCA	7/1/07	12/31/07	None
Move forward to enhance Reed Construction database	PCA/Reed	1/1/08	12/31/08	TBD

Strategies and action for Objective 6.3 – Conduct decision maker attitude and perception studies every third year to provide focus to promotion efforts and as a measure of progress.

ACTION	RESPONSIBILITY	DATE INITIATED	DATE COMPLETED	BUDGET IMPACT
Update 2005 benchmark study and prepare report	PCA Director, Market Research	6/30/08	12/31/08	TBD
Make report available to NRMCA for posting on ConcretePromotion.org	PCA Director, Market Research	1/1/09	1/1/09	None
Post report on ConcretePromotion.org	NRMCA	1/2/09	1/15/09	None
Repeat every third year	PCA Director, Market Research	6/30/11	12/31/11	TBD

Strategies and action for Objective 6.4 - Create a database for measuring concrete parking area market share in the reconstruction market.

ACTION	RESPONSIBILITY	DATE INITIATED	DATE COMPLETED	BUDGET IMPACT
Evaluate alternatives	PCA Director, Market Research	4/1/09	7/31/09	None
Select best alternative	PCA Director, Market Research	8/1/09	8/31/09	None
Create database	PCA Director, Market Research	9/1/09	12/31/10	TBD
Establish state, regional, and national benchmarks	PCA Director, Market Research	1/1/11	3/31/11	None
Create integrated report for new and reconstruction	PCA Director, Market Research	4/1/11	12/31/11	None

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