



# Southeast Concrete Masonry Association (SCMA)

Strategic Growth Plan

April 2019

## Overview

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The Southeast Concrete Masonry Association (SCMA) has been working to identify the key areas of opportunity, engagement, improvement and growth into a strategic plan to show the blueprint for the association. The SCMA goal is to develop a “roadmap to success” and help set the direction of the SCMA. The plan is built around the SCMA mission which is our directive going forward. Our roadmap will help drive our goals, programs and promotions in order to achieve outcomes and set the direction of the SCMA for many years to come. Our plan is built on action! Building a vision today will drive wall share for our large and small members for tomorrow.



## **SCMA Strategic Focus**

The purpose of our roadmap is to consolidate our “go to market plan” so members can not only understand but clearly communicate what the SCMA initiatives are going forward. Our strategic plans begins with our mission and our vision which should clearly explains “why we are here” and serves as the backdrop for all important decisions.

### **Mission**

Our mission is to increase wall share for concrete masonry units (CMU) through focused promotions and programs. We’re committed to educating and advocating for the use of concrete masonry units while creating positive synergy in our efforts that increase sales for all stakeholders within the SCMA footprint.

### **Vision**

The SCMA is the bridge for the concrete masonry industry to maximize its resources to ensure together we promote concrete masonry products as the first choice in the commercial and residential markets. We’re a building solutions provider through education to architects, designers, general contractors and owners to ensure that a continuous masonry learning environment is promoted by using wall systems effectively, efficiently and most importantly safely.

### **Strategic Objectives outlined below will focus on 7 primary areas:**

1. **Leveraging our strength:** Increase SCMA market influence by actively engaging our members.
  - a. Build a communication bridge to our members to promote the SCMA value in initiatives, promotions and industry-wide resources.
  - b. More engagement from the SCMA members to take advantage of initiatives, promotion and resources.
  - c. Strengthen our relationship with regional industry partners.

The SCMA will leverage our influence through collaboration efforts with local, state and regional promotion partners while also working with other associations to help build industry strength through ongoing awareness and participation to influence the building industry. The outline below will demonstrate how the SCMA achieve objectives.

1. Lay out the SCMA plan to clearly state and share our strategic priorities with our producer members, associate members and suppliers.
2. Focus on identifying local and state “gaps” where our promotional efforts are weak.
3. Building a better framework to increase collaboration with other industry associations.
4. Better collaboration to share market information and data to build a stronger industry.
5. Leverage current research and encourage “outside the box” thinking with state councils.

2. **Accelerate the education of masonry to the marketplace:** Create resources to help position CMUs as the first choice of building materials.
  - a. SCMA has to promote and support producer efforts to build a system of communication and working together.
  - b. SCMA needs identify industry expertise within our footprint while building a support channel that will allow more “technical expertise” to help influence decisions higher in the decision-making channel.
  - c. Leverage NCMA free masonry education courses available on the CES site.
  - d. Leverage AIA Facilitator course through NCMA.
  - e. Build a consistent market message to combat competitors and help promote CMU as first building product of choice.
  - f. Build a network on “Masonry Promoters” and leverage this network within certain professions.
3. **Influence the decision makers earlier in process:** Change of perception is needed. SCMA will work with producers to foster and strengthen relationships with facts and resources that makes the CMU the first building product of choice.
  - a. Introduce design tools and resources - Direct Design Software.
  - b. Comparison of walls systems which shows the cost per sq. ft.
  - c. Create a new angle on how decision makers view block. Promote safety first.
  - d. Build key talking points to counter competitive systems and build a foundation of fact-based education to distribute to marketplace.
  - e. Identify the myths or lack of understanding and turn moments into education and ultimately wall conversions.
4. **Market growth:** Define and build a footprint to measure and grow success.
  - a. Consistently leverage product knowledge in the build environment to increase sales.
  - b. Improve the sales tactics and consultative selling methods to strengthen our market promotions.
  - c. Define current market in order to identify how to measure competitive threats.
  - d. Build on and understand new market wins and share with all members in SCMA.
  - e. Leverage technology and data that impacts proactive wall share growth.
  - f. Create a marketing “First Choice Solution Model” to various design build companies.
  - g. Build a structural coalition within the SCMA to provide comprehensive services.
  - h. Education is needed on soft lumber selling points and how it is perceived in the marketplace.

**5. Fiscal Strength & Stewardship:** Creating a fiscal model that fuels long term success through initiatives, promotions and membership growth.

- a. Create marketing material designed to create new audiences and competitive wall share conversions.
- b. Better stewardship in supporting promotions that show value to our members.
- c. Identify fiscal areas of growth in new membership or nontraditional segments.
- d. Building a new membership audience with young professional architects, student membership universities for engineering/design departments.
- e. Accelerating concrete masonry day seminars.
- f. Expanding annual conference to include exhibit booths supplier sponsorship.
- g. Explore advertising on SCMA website.

**6. Influence local and state building codes**

- a. SCMA involvement in MACS (Masonry Alliance for Codes and Standards) and look for way to get educated in order to better monitor and help influence local and state codes.
- b. Proactively seek out local decision-making officials to help promote CMU interest.
- c. Resiliency focus – strong promotion efforts on how resiliency strengthens communities.
- d. Advance CMU position through codes, fact-based research and industry collaboration.

**7. Promote Coalition**

- a. Explore ways to encourage collaboration within the CMU industry and build community so together create a more competitive wall solution.
- b. Develop a plan with producer, general contractor, engineer and architect to support CMU usage in early stages on future designs which creates a more efficient CMU solution for future projects.
- c. Identify synergy in industry on how to target Design Build companies with a comprehensive CMU solution.
- d. Create Masonry roundtable discussions (MDR) with large architectural firms to build partnerships.

## **SCMA Strategic Initiatives**

The SCMA has outlined above what we want to accomplish but we must support it with strategic initiatives that allows us to accomplish them. These initiatives will be driven through our daily activities so we can achieve our overall goal of driving more wall share.

The SCMA has an aggressive plan and it's important to understand our "center focused initiatives" (CFI) will lay the ground work our goals and objectives.

The SCMA center focused initiatives are highlighted below:

1. Professionalizing the SCMA brand
  - a. Membership overview
  - b. Strategic Plan
  - c. Marketing Plan
  - d. Evaluation of social media performance metrics
  - e. Ensure SCMA brand consistency through new website and online presence
  - f. Improve communications and promote value of SCMA
  - g. Repackage message to improve value and wall share penetration
2. Redesign website & create online presence
  - a. Keep the small producer in mind
  - b. Proper content that drives experience
  - c. Blogs - relevant information build on Take Action platform
  - d. Email Blast - quality resource of information
  - e. Collateral to drive decisions
  - f. Member pages
  - g. Loading of LnLs, Seminars, Symposiums other member events
3. Promote CMU through the eyes of the end user
  - a. Architect Video - example school superintendent, lead designer and lead architect
  - b. Problem solving videos...solutions by building with masonry...Why? What to avoid?
  - c. Tap into the emotions of people to drive stories
4. Improved industry knowledge to impact members products and systems
  - a. Build institutional knowledge about codes and changes
  - b. Efforts and methods needed to reach architects/engineers
  - c. Attend lunch and learns about specific products
5. Identify all SCMA producer promotional events
  - a. Create database of promotions event by producer
  - b. SCMA leadership actively engage in producer promotions
  - c. Evaluate the effectiveness of promotional events

6. Improve the member experience

  - a. Be a positive resource that get things done
  - b. Rotation set to visit producers twice a year
  - c. Improve member satisfaction and retention
  - d. Improve communication of SCMA value, promotions and resources
  - e. Increase attendance and participation to SCMA annual conference
  - f. Create a helping atmosphere “togetherness we achieve more”
  - g. Make investment in creating then expanding non-dues revenue programs
  - h. Find ways to integrate member products into promotions
7. Positively influence building codes, standards and local government regulations

  - a. Improve our industry engagement by leveraging industry research and collaboration
  - b. Understand what the wood industry is doing and how the SCMA can impact
  - c. Understand who are the key decision makers in various markets and build a plan to build a partnership
8. Build consensus with state councils to drive more consultative selling

  - a. Training mechanisms to help producer sales team sell
  - b. Help sales people get trainer to teach AIA-approved education classes
  - c. Sell the “Why not the Product?”
  - d. Build a platform to help sales people create better one-on-one sales tactics
9. Align with more strategic partnerships for education on use of CMUs

  - a. Support training efforts of member companies and regional partners
  - b. Change perceptions of members products and services relative to competing systems
  - c. Create partnerships in the critical decision-making path to influence outcome
  - d. Support contractors and masons partner organizations/associations
10. Build promotions that drive more facilitation with future architects and engagement with schools, colleges and universities

  - a. Bring excitement and enthusiasm of CMU American-made product
  - b. Focus on “Future Leaders Changing America with Block” Program
  - c. Create a SCMA University-Young Professional Group
    - i. NCMA Online Courses
    - ii. Potential Scholarships
    - iii. Make them apart of something special “Safer Tomorrow Movement”
11. Promote and help build a new pipeline of future masons

  - a. Collaborate with NCMCA & Ryan Shaver to build off current initiatives
  - b. Create partnerships with other state masonry associations to new opportunities
  - c. Work with Skills USA state directors to create larger masonry platform in schools
  - d. Look into building a prison masonry program
  - e. Identify how to leverage veteran’s program for opportunities