

SBE TODAY

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DIVERSITY IN ACTION - Published by SBE, certified SBE/DBE/MBE

Getting your marketing & sales teams working together



by Brad Farris

The CMO Survey® asked top marketers to describe how their companies structure the marketing-sales relationship. 7% stated that sales reports to marketing, 10.3% noted that marketing reports to sales; but most, 72%, have marketing and sales working together as peers. While this was published in the February 2013 issue of The CMO Survey, this has been the trend for some time.

Yet we know that, historically, it has been difficult for sales and marketing to cooperate. Sales people and marketing people have different personalities, they look at life through different lenses, and when they are peers they are both competing for scarce resources from the CEO.

So we need them to work together, but they don't naturally get along, and we've pitted them against each other for resources.

I'm reminded of a BBC series on dinosaurs that my 4 year old likes to watch. Occasionally there will be an episode that pairs power house dinos together for an epic battle:

"T-Rex vs. Triceratops", or "T-Rex vs. Spinosaurus" (these battles typically involve a T-Rex). But it's funny, they DON'T have a

"Pre-historic Partners: T-Rex and Triceratops" episode. And yet, when it comes to sales and marketing, that's the show we expect to see. It should be smooth sailing and a bunch of great minds thinking alike, right? You and I both know that is seldom the case in the real world.

Here's some great advice from a variety of experts for how to bridge the gap and get them working together.

1. They do have one thing in common: getting more customers.

Align the organization around that goal. Will Schnabel has some good advice on the Silverpop blog:

- Agree on what a good lead is and measure that. Too often I hear sales people complain about the quality of their leads. This complaint has been around as long as there have been sales people! So put an end to it by sitting down with your sales folks and your marketing folks and clearly defining what a good lead is. How do you know it when you see it? What are the characteristics, the measurable characteristics, that make it a good lead. Once you have that understanding – start

measuring those things. Are the leads you are generating meeting those criteria?

- Create shared service level agreements. For as long as we have had sales people complaining about the quality of the leads we've had marketers complaining about sales people not following up on them. So now that we know what makes a quality lead, let's agree on how quickly those quality leads need to be followed up on, and how many times, with what assets, etc. By establishing a consistent follow up process the marketers will know that the good leads they generate will be treated well!

2. Build trust through improved communications.

Mike Volpe at Hubspot has six ideas for building deeper communication between your teams, including:

- Mix 'em up. Too often marketing people and sales people exist in different parts of the office and only come together on neutral territory (the conference room). This accentuates the division between the teams and the perceptions of the stereotypes between them. Instead mix their workspaces together, and get them meeting, and socializing together more

Continued on page 4

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REQUESTS FOR BIDS & SUB-BIDS

DeSilva Gates Construction-Robert A. Bothman A Joint Venture

REQUEST FOR QUALIFIED SBE'S
SUBCONTRACTORS AND SUPPLIERS
FOR:

**Civil and Station Improvements Contract,
Santa Clara - Alum Rock Bus Rapid Transit**

Project Contract C830 (13058)

**Owner: SANTA CLARA VALLEY
TRANSPORTATION AUTHORITY
3331 North First Street, Building A,
San Jose, CA 95134**

Bid Date: August 27, 2013 @ 3:00 pm.

We hereby encourage responsible participation of local Small Business Enterprises, and solicit their subcontractor or material quotation for the following types of work including but not limited to:

**DESILVA GATES CONSTRUCTION –
Estimator: Grant Rhodes – Phone No. 925-829-
9220 Fax No: 925-803-4263:**

CLEARING AND GRUBBING/DEMOLITION, MINOR CONCRETE STRUCTURE, STREET ELECTRICAL, PCC GRINDING, CONSTRUCTION AREA/ROAD SIGNS, SLURRY SEAL, STRIPING, SWPPP, UNDERGROUND, QC/QA, TRUCKING, CLASS 2 AGGREGATE BASE MATERIAL SUPPLIER, CLASS 4 AGGREGATE BASE MATERIAL SUPPLIER, HOT MIX ASPHALT (TYPE A) MATERIAL SUPPLIER, CLASS 3 AGGREGATE BASE MATERIAL SUPPLIER, GEOTEXTILE WRIP SUPPLIER, SURVEY AND COMMUNITY RELATIONS OFFICER

**ROBERT A. BOTHMAN –
Estimator: Michael Maldonado –
Phone No. 408-279-2277 Fax No: 408-279-2286:**

SAW CUTTING, DRILLING (PIERS), ELECTRICAL (STATIONS), REBAR, GUARD RAIL/METAL RAILING, CAULKING/SEALANTS, ANTI GRAFFITTI/PAINTING, METAL FABRICATION (BUS SHELTERS), TRUCKING, MASONRY, CONCRETE PUMPING, FENCING (ORNAMENTAL FENCING), LANDSCAPING AND CONCRETE READY MIX

100% Performance and Payment Bonds may be required for full amounts of the subcontract price. Surety company will have to be approved by DeSilva Gates–Robert A. Bothman, A Joint Venture of DeSilva Gates Construction and Robert A. Bothman Inc. will pay bond premium up to 2%. Subcontractors must possess current insurance and worker's compensation coverage meeting DeSilva Gates-Robert A. Bothman requirements. Please call if you need assistance in obtaining bonding, insurance, equipment, materials and/or supplies. Plans and specifications are available for review at our Dublin office.

DeSilva Gates Construction-Robert A. Bothman A Joint Venture

11555 Dublin Boulevard
P.O. Box 2909
Dublin, CA 94568-2909
(925) 829-9220 / FAX (925) 803-4263
Website: www.desilvagates.com

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Sukut Construction, Inc.

Is requesting sub-bids/supplier quotes from qualified DBE/MBE/WBE Subcontractors, Suppliers, and Manufacturers for the following (but not limited to) work:
SWPPP and Installation, V-Ditch, Rebar Installation, RCP & PCV Pipe, Rip Rap, Bulk Fuel, Concrete

**Santa Margarita Water District
Middle Chiquita Canyon Water Facilities
Rough Grading & Storm Drain Improvements
San Juan Capistrano, CA
Contract No. C-1766
Facilities DW-2-1-2, DW-2-2-2, RW-2A-1, RW-2-A-2
BID DATE August 6, 2013 @ 2:00 p.m.
Sub & Vendor Bids Due Prior**



Sukut Construction, Inc.

4010 W. Chandler Avenue, Santa Ana, CA 92704

Contact: Kathie Kaiser or Estimating

Phone: (714) 540-5351 • Fax: (714) 545-2003 • Email: estimating@sukut.com

Plans/specs are available from owner and for viewing at our office – please call for an appointment. Subcontractors must be prepared to furnish 100% performance and payment bonds and possess current insurance and workers' comp coverage. Sukut Construction will assist Qualified Subcontractors in obtaining bonds, insurance, and/or lines of credit. Please contact Sukut Construction for assistance in responding to this solicitation. Subcontractors/Vendors will be required to sign Sukut's Standard Subcontract/Purchase Order. Copies are available for examination.

Sukut Construction's listing of a Subcontractor in its bid to the agency is not to be construed as an acceptance of all of the Subcontractor's conditions or exceptions included with Subcontractor's price quotes. Quotations must be valid for the same duration as specified by Owner for contract award.

Sukut Construction, Inc. is an Equal Opportunity Employer

Sub-Bids Requested From WBE and MBE Subcontractors & Suppliers for:

SMD 1 Sewer Conveyance Pump Station

Owner: City of Lincoln

Location: Lincoln, CA

Bid Date: 9/4/2013 @ 2:00 PM

TRADES: Irrigation System, Landscaping, Epoxies, etc., Concrete, Saw-cutting, Erosion Control, Fencing, AC Paving, CMP Culverts, Filter Fabric, Demolition, Dewatering, Blasting, Surveying, SWPPP, Submersible Pumps, Structural Aluminum, Misc. Metal, Waterproofing, Caulking & Sealants, Painting, Pre-cast Concrete Building, Electrical, Monorail Hoist & Trolley, Instrumentation, RCP, DIP, Polyethylene Pipe, Slide, Flap & Stop Gates, HVAC

SYBLON REID

P.O. BOX 100 • Folsom, CA 95763

Phone: (916) 351-0457 • Fax: (916) 351-1674

Contact: **Karen Reichenberger**

If a portion of the work is too large for you to handle, contact us and we will try and break it into smaller portions

Plans and specs are available for review at Syblon Reid office and upon request will provide assistance with drawings and specifications.

Subcontractors and suppliers must be licensed to conduct business in the state of California. Must be able to provide payment and performance bonds. Upon approval of surety company SRC will pay bond premium up to 1.5% of subcontract amount and will assist with insurance compliance. SRC will work with subcontractors on joint check agreements. Plans and specs are available for viewing at our Folsom office and upon request will provide assistance with plans and specifications or help meet other requirements.

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REQUESTS FOR BIDS & SUB-BIDS

SKANSKA

Sub-Bids Requested From Qualified DBE Subcontractors & Suppliers

PALM AVENUE GRADE SEPARATION
San Bernardino Associated Governments
Contract No.: C13108

DBE Goal: 9%
Bid Date: August 20, 2013 – 2:00PM

Skanska is interested in soliciting in Good Faith all subcontractors as well as certified DBE companies for this project. All interested subcontractors, please indicate all lower tier DBE participation offered on your quotation as it will be evaluated with your price. Please call if we can assist you in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies. Skanska will also review breaking out scope packages and adjusting schedules to help permit maximum participation.

Plans and Specifications are available for view at our main office in Riverside or may be obtained from A&I Reprographics at (909) 514-0704.

Quotes requested for contractors, suppliers and service providers include, but are not limited to: Biological Monitor, Construction Site Management, Storm Water Pollution Plan, Street Sweeping, Construction Area Signs, Traffic Control System, Fencing, Erosion Control, Temporary Pavement Marking, Temporary Traffic Stripe, Plastic Traffic Drum, Temporary Railing, Portable Changeable Message Signs, Temporary Crash Cushion Module, Metal Beam Guard Railing, Roadside Signs, Abandon Culvert, Cold Plane Concrete Pavement, Remove Concrete, Concrete Barrier, Clearing and Grubbing, Roadway Excavation, Structure Excavation (Bridge), Structure Excavation (Retaining Wall), Structure Backfill, Sand Backfill, Erosion Control, Fiber Rolls, Class 2 Aggregate Base, Hot Mix Asphalt, Place Hot Mix Asphalt Dike, Tack Coat, Furnish & Drive Steel Pile, CIDH Concrete Piling, Prestressing CIP Concrete, Structural Concrete (Bridge), Structural Concrete (Retaining Wall), Minor Concrete, Joint Seal Assembly, Bar Reinforcing Steel (Bridge), Bar Reinforcing Steel (Retaining Wall), Furnish Single Sheet Aluminum Sign, Roadside Sign, Install Sign, Reinforced Concrete Pipe, Plastic Pipe, Corrugated Steel Pipe, Welded Steel Pipe Casing, Alternative Flared End Section, Precast Concrete Pipe, Slope Paving, Minor Concrete, Rock Slope Protection, Rock Slope Protection Fabric, Miscellaneous Metal, Miscellaneous Iron and Steel, Wrought Iron Fence, Chain Link Fence, Survey Monument, Chain Link Railing, Concrete Barrier, Cable Railing, Transition Railing, Terminal System, Thermoplastic Pavement Marking, Thermoplastic Traffic Stripe, Pavement Marker, Waterline, Street Lighting

Subcontracting Requirements: Skanska's insurance requirements are Commercial General Liability (GL): \$1M ea. occ., \$1M personal injury, \$2M products & completed operations agg. and general agg.; \$1M Auto Liability; \$5M Excess/Umbrella and \$1M Workers Comp. Endorsements and waivers required are the Additional Insured End., Primary Wording End., and a Waiver of Subrogation (GL & WC). Other insurance requirements may be necessary per scope. Subcontractors may be required to furnish performance and payment bonds in the full amount of their subcontract by an admitted surety and subject to approval by Skanska. Skanska will pay bond premium up to 1%. Quotations must be valid for the same duration as specified by the Owner for contract award. Conditions or exceptions in Subcontractor's quote are expressly rejected unless accepted in writing. Skanska is signatory to the Operating Engineers, Laborers, Cement Masons, Carpenters Unions and Teamsters. Subcontractors must provide weekly, one original and one copy of all certified payrolls, including non-performance and fringe benefit statements if required by law or by the Prime Contract. Subcontractor scope (including any conditions or exceptions) is required 24 hours prior to bid deadline to allow proper evaluation.

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Skanska Estimating Dept: 1995 Agua Mansa Rd, Riverside, CA 92509
 Ph: (951) 684-5360 • Fax: (951) 788-2449 • Email: jerome.dipadova@skanska.com

Sub Bids Requested From Qualified **MBE, WBE, DBE, UDBE**
 Subcontractors & Suppliers for

City of Lincoln - Regional and Reclamation Pipelines
Location: Lincoln, CA

Bid Date: August 29, 2013 @ 2:00 PM

McGuire and Hester is seeking qualified subcontractors in the following trades: electrical & instrumentation; tree removal/clearing; saw cutting; grinding; rebar; bore & pipe jacking; rock drilling & blasting; fencing; hydro-seeding and revegetation; painting & coating; striping; horizontal directional drilling; traffic control; surveying; and trucking.

We will pay up to and including one and one half percent (1-1/2%) of your bonding cost. Certification assistance is available, as well as viewing plans & specs.

McGuire and Hester

9009 Railroad Avenue • Oakland, CA 94603 • Phone: (510) 632-7676 • Fax: (510) 562-5209

Contact: Don Crivello

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Sub-Bids Requested From Qualified DBE
 Subcontractors & Suppliers

**Regional Connector Transit Corridor Design-
 Build Project**

Owner: LACMTA
RFP No.: C09080

DBE Goal: 20% Design & 18% Construction
Subcontractor Proposal Due Date:
August 5, 2013, 2:00PM

Website: www.teamrcc.com

Team RCC, lead by Skanska, is interested in soliciting in Good Faith all subcontractors as well as certified DBE subcontractors related to the scopes of work below for the Regional Connector Transit Corridor Project. Quotes will be requested from Subcontractors, Vendors, Professional Service and Trucking companies. Please visit our website for the RFP documents and addenda, Subcontracting Requirements, Sample Contracting Documents, Project Announcements, Outreach and Contact Information. **If you are interested in joining our team for this project, please visit our website, fill out and return the Invitation to Bid form to the fax number below. All Quotes are due Aug. 16th, 2013.**

Requested scopes include, but are not limited to the following:

Subcontractors: Demolition, Clear & Grub, Excavation Earthwork and Support Systems, Shoring & Lagging, Temp. Tunnel Ventilation, AC Paving, Concrete Curbs, Gutters and Sidewalks, Pavement Striping & Marking, Cast-In-Place and Prestressed Concrete, Exposed Concrete Finishes, Arch. Pavers, Stone, Granite, Masonry, Misc. Metal, Welding, Steel Rail, Fencing, Rough Carpentry, Sheet and Pre-Applied Sheet Waterproofing, Painting & Coatings, Fire Protection, Suppression & Stopping, Metal Doors, Frames & Hardware, Glazing, Equipment, Mechanical Piping & Materials, Ventilation Fans & Equipment, Plumbing, Electrical & Electrical Supply, Low Voltage Systems, Hazardous Material Remediation & Hauling, Trucking

Services/Vendors: Monitoring: Sound, Vibration, Geo, and Air Quality, Security, Office Supplies, Reprographics, Sweeper Truck, Water Trucks, Jobsite Sanitation, Janitorial, SWPPP, Progress Photography, Catering

Team RCC will assist qualified subcontractors, vendors, and suppliers in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies. If you are a DBE Company, please provide your certification letter with your proposal. If you are a non-DBE, please indicate all lower-tier participation on your quotation as it will be evaluated with your price. In order to assist DBE subcontractors and suppliers, we will divide total requirements into smaller packages, tasks or quantities and establish delivery and construction schedules which will permit maximum participation when feasible. Please visit our website listed above for detailed contracting requirements

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Estimating Dept: 1995 Agua Mansa Rd
 Riverside, CA 92509

Ph: (951) 684-5360 Fax: (951) 788-2449

Email: info@teamrcc.com

REQUESTS FOR BIDS & SUB-BIDS

SKANSKA

Sub-Bids Requested From Qualified DVBE Subcontractors & Suppliers

Widening of State Highway 91 In Orange County In Anaheim From 0.3 Mile West Of Tustin Avenue Overcrossing To 0.3 Mile East Of 91/55 Separation And At Lakeview Avenue Overcrossing District 12 on SR 91

Contract No.: 12-0C5604

Bid Date: August 8, 2013 – 2:00PM

Plans and Specifications are available for view at our main office in Riverside or on the Caltrans website: http://www.dot.ca.gov/hq/esc/oe/weekly_ads/index.php

Quotes requested for contractors, suppliers and service providers include, but are not limited to: Construction Site Management, Storm Water Pollution Plan, Street Sweeping, Construction Area Signs, Traffic Control System, Flashing Area Sign, Type III Barricade, Fencing, Erosion Control, Portable Delin-eator, Temporary Pavement Marking, Temporary Traffic Stripe, Channelizer, Temporary Railing, Portable Changeable Message Signs, Temporary Crash Cushion Module, Metal Beam Guard Railing, Roadside Signs, Abandon Culvert, Cold Place Concrete Pavement, Remove Concrete (Structure), Concrete Barrier, Bridge Removal, Clearing and Grubbing, Roadway Excavation, Develop Water Supply, Structure Excava-tion, Structure Excavation (Bridge), Structure Excavation (Retaining Wall), Structure Backfill, Sand Back-fill, Erosion Control, Fiber Rolls, Corrugated Steel Pipe Conduit, Class 2 Aggregate Base, Lean Concrete Base, Hot Mix Asphalt, Place Hot Mix Asphalt Dike, Tack Coat, Concrete Pavement, Seal Pavement Joint, Furnish & Drive Pile, Vibration Monitoring, CIDH Concrete Piling, Soil Nail, Ground Anchors, Shotcrete, Structural Concrete (Bridge), Structural Concrete (Retaining Wall), Minor Concrete, Joint Seal, Bar Reinforcing Steel (Bridge), Bar Reinforcing Steel (Retaining Wall), Architectural Treatment, Furnish Sign Structure, Install Sign Structure, Furnish Laminated Panel, Furnish Single Sheet Aluminum Sign, Metal (Barrier Mounted Sign) Roadside Sign, Install Sign, Reinforced Concrete Pipe, Corrugated Steel Pipe, Welded Steel Pipe Casing, Alternative Flared End Section, Rock Slope Protection, Slope Paving, Minor Concrete, Rock Slope Protection Fabric, Miscellaneous Metal, Miscellaneous Iron and Steel, Bridge Deck Drainage System, Chain Link Fence, Chain Link Railing, Concrete Barrier, Cable Railing, Transition Rail-ing, Terminal System, Crash Cushion, Concrete Barrier, Thermoplastic Pavement Marking, Thermoplastic Traffic Stripe, Paint Traffic Stripe, Pavement Marker, Signal & Lighting, Lighting & Sign Illumination, Interconnection Conduit & Cable, Fiber Optic Conduit, Electric Service (Irrigation, Traffic Monitoring Station) Closed Circuit TV System, Ramp Metering System.

Skanska is interested in soliciting in Good Faith all subcontractors as well as certified DVBE companies for this project. All interested subcontractors, please indicate all lower tier DVBE participation offered on your quotation as it will be evaluated with your price. Please call if we can assist you in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies. Skanska will also review breaking out scope packages and adjusting schedules to help permit maximum participation.

Subcontracting Requirements: Skanska's insurance requirements are Commercial General Liability (GL): \$1M ea. occ., \$1M personal injury, \$2M products & completed operations agg. and general agg.; \$1M Auto Liability; \$5M Excess/Umbrella and \$1M Workers Comp. Endorsements and waivers required are the Additional Insured End., Primary Wording End., and a Waiver of Subrogation (GL & WC). Other insurance requirements may be necessary per scope. Subcontractors may be required to furnish performance and payment bonds in the full amount of their subcontract by an admitted surety and subject to approval by Skanska. Skanska will pay bond premium up to 1%. Quotations must be valid for the same duration as specified by the Owner for contract award. Conditions or exceptions in Subcontractor's quote are expressly rejected unless accepted in writing. Skanska is signatory to the Operating Engineers, Laborers, Cement Masons, Carpenters Unions and Teamsters. Subcontractors must provide weekly, one original and one copy of all certified payrolls, including non-performance and fringe benefit statements if required by law or by the Prime Contract. Subcontractor scope (including any conditions or exceptions) is required 24 hours prior to bid deadline to allow proper evaluation.

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Marketing & Sales teams

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frequently. Increase the quantity of communi-cation so that they can actually see each other working hard and solving problems.

- Use facts and data where possible. The stereo-types and generalizations come fast and easy between these two groups. To keep that to a minimum use facts and data whenever possible. Instead of hearing, "Those sales people are so lazy! They'll never close anything." Insist on, "Here's a chart showing the number of times we have followed up on the leads from the last 3 months. This shows that we will close 56% of the leads we contact 5 times, and 64% of the leads we contact 7 times. How can we make sure we are persisting to get that last 9%?"

3. Both sides want to believe that they are the hero of the business development story.

But in truth they each need the other to be suc-cessful. Manya Chylinski shows us some ways to highlight that whenever possible on the CMI blog:

- Content that enables the sales person to be more of an advisor, and close the sale. In today's selling environment the sales person has to be two parts teacher, and one part psychologist to bring a sale home. If you are using a content rich inbound marketing process, that same content that's attracting new leads can also help your sales people to answer questions, position themselves as a resource and move buyers down the funnel.
- Insight from the sales team that invites new research, content or messaging. The sales team is talking to buyers every day. Those conversa-tions are rich with questions and concerns that buyers have during their shopping process. All of this information can be used to inform and inspire marketers as they create content, develop messaging and calls to action. By pro-viding the marketers with those questions and concerns regularly, the sales people are making the marketing department more effective.

It's critical that we get these two functions work-ing together to build a superhighway, filled with leads and deals, that ends at our company's front door. It doesn't come naturally, but these strategies can get these often warring factions to lower their guard and start to work as one.

Brad Farris

As principal advisor of Anchor Advisors, Brad Farris has experience leading businesses & busi-ness owners into new levels of growth and suc-cess. Through his work with over 100 Chicago area small businesses he has experience in guiding founders and business owners through the pitfalls and joys of growing their business. Prior to joining Anchor Advisors, Brad spent over 10 years man-aging business units for a family-owned conglom-erate with sales of \$2 million to \$25 million. When not working Brad enjoys cycling, cooking and the NFL. He is married with 5 children and lives in Chicago, Illinois. Connect with him on Google+, Twitter and LinkedIn.

Source: EnMast © 2013



**Santa Clara Valley
Transportation Authority
Design-Build Contract DB1102F
Silicon Valley Berryessa Extension Project C700**

Procurement opportunities through
Skanska-Shimmick-Herzog
will be diverse and ongoing.

Please visit: www.sshjv-c700.com

frequently to see procurement opportunities and project contacts in the Bid Packages folder. Plans, specs, drawings, etc. can be found on the procurement web site.

EEO