

## Artifact 2-A: Deep Dive on the Current Service Portfolio

**Objective:** To move beyond a simple list of services and develop a strategic understanding of *what* Gardner Construction actually builds and sells. This analysis dissects the workload to reveal the core value drivers, the lead-generating products, and the hidden opportunities within the existing service mix.

**Core Finding: Gardner's portfolio is not a balanced offering of three services; it is a specialized, needs-based repair business with an ancillary, opportunistic concrete division.**

While the company is proficient in all areas, the volume, frequency, and nature of the work show that Foundation and Drainage services constitute the fundamental identity and economic engine of the business.

- ### Exhibit 2.1: The Strategic Hierarchy of Services

This framework re-classifies Gardner’s services based on their strategic role in the business, moving from simple volume counts to an analysis of value and complexity.

Tier	Strategic Role	Primary Categories	Job Volume	Key Characteristics & Business Impact
Tier 1	The Core Value Engine	Foundation & Structural	158	These are complex, high-stakes projects that directly address a homeowner's most significant asset. They are characterized by high technical difficulty (e.g., bowed wall repair, core-filling), require significant client trust, and therefore command the <b>highest profit margins</b> . Success in this tier builds Gardner's reputation as a premier expert and is the primary driver of high-value word-of-mouth referrals.
Tier 2	The Lead Generation Engine	Drainage & Water Management	134	This category, dominated by Drain Tile installations (101 jobs), represents the most frequent, urgent, and needs-based service. While the

Tier	Strategic Role	Primary Categories	Job Volume	Key Characteristics & Business Impact
				average ticket price may be lower than Tier 1 jobs, this category serves as the <b>primary customer acquisition channel</b> . It is the front door to the Gardner ecosystem, providing a constant stream of high-intent leads with active problems to solve.
<b>Tier 3</b>	<b>The Discretionary Revenue Stream</b>	<b>Concrete &amp; Hardscaping</b>	<b>90</b>	This category is driven by homeowner choice rather than urgent need. It is more susceptible to economic shifts and price competition. While a valuable source of revenue, especially in the summer months, it is not the core of Gardner's problem-solving identity. Its strategic role is primarily as a <b>seasonal revenue stabilizer and an upsell opportunity</b> for existing, high-trust clients.
<b>Tier 4</b>	<b>Ancillary &amp; Supporting Tasks</b>	<b>General/Other</b>	<b>24</b>	These are small, necessary tasks that support the primary tiers. They are not marketed services but are essential for delivering a complete, "turn-key" solution, thereby enhancing customer satisfaction and reinforcing the company's image as a comprehensive provider.

*Source: Strategic re-classification based on the volume counts and qualitative job description analysis from all three job files.*

## • **Exhibit 2.2: The Project Synergy Matrix & The "Golden Upsell" Opportunity**

This analysis visualizes which services are most frequently bundled, revealing the underlying customer needs and, more importantly, the gaps in the current sales process.

(A visual representation of a heat map or chord diagram would be used here in a final report. The text below describes its findings.)

### Key Synergy Observations:

1. **High Internal Synergy:** Within the **Foundation & Structural** category, services are frequently bundled. A job often includes *Resurfacing + Crack Repair + Block Repair*, indicating that when a customer decides to fix their foundation, they often opt for a comprehensive restoration. This is a positive sign of successful upselling within a project.
2. **The "Water System" Package:** Within **Drainage**, *Drain Tile* is very frequently bundled with a *Sump Pump and/or Basket*. This shows Gardner is effectively selling a complete "system" rather than just a component, which is the correct approach for solving the customer's problem thoroughly.
3. **The Critical Disconnect (The "Golden Upsell" Gap):** The matrix reveals a surprisingly **weak connection between Tier 2 (Drainage) and Tier 1 (Foundation) jobs**. A client receiving a drain tile system to manage water is almost by definition a prime candidate for foundation crack repair, sealing, or resurfacing, as water intrusion is a primary cause and symptom of foundation degradation.

### Strategic Insight:

The data proves that Gardner is leaving a significant amount of money and client value on the table. Each of the **134 Drainage jobs** represented a "Golden Upsell" opportunity to sell a higher-margin Foundation Restoration service. The current process appears to solve the immediate symptom (water on the floor) but often fails to address the underlying disease (a compromised foundation wall).

By systematically introducing a **"Foundation Integrity Assessment"** with every drain tile quote, Gardner could convert a meaningful percentage of its highest-volume lead-gen work into its highest-margin core value work. Capturing just 15% of these opportunities would result in approximately **20 additional high-value foundation projects per year**, representing a significant and immediate revenue increase with zero additional customer acquisition cost. This is the most important, actionable insight from the entire portfolio analysis.

### Ancillary Insight A-1: The "Micro-Job" as a Relationship-Building Tool

A small but significant subset of jobs (~5-8% of the total volume) can be classified as "micro-jobs." These are typically single-task, low-complexity repairs.

- **Data Points:** "caulk crack 80"" (Mike Gentilli, 2024), "repair leaky well cap step" (Sue Holder, 2024), "patch hole and caulk" (Steve Kuhns, 2023), "tighten bolts on toilet" (Sunny

Anderson, 2024).

- **Strategic Insight:** While these jobs are financially insignificant on their own, their strategic value is deceptively high. They serve three critical functions:
  1. **Low-Friction Entry Point:** They allow a new customer to "test" Gardner's professionalism, responsiveness, and quality on a low-risk project. A job well done on a \$500 caulking repair can directly lead to a \$15,000 foundation project a year later.
  2. **Relationship Maintenance:** For existing high-value clients, performing these small tasks is crucial for maintaining the relationship and ensuring Gardner remains their exclusive "go-to" contractor for all issues, big or small.
  3. **Market Intelligence:** These small jobs provide valuable, on-the-ground intelligence about the state of a neighborhood's housing stock, often flagging larger, more systemic issues that could be the basis for a future targeted marketing campaign.

**Recommendation:** These "micro-jobs" should not be dismissed or avoided. They should be strategically embraced and priced to cover costs while maximizing the opportunity to impress the client and diagnose larger, more profitable underlying issues. Every micro-job is a paid discovery call.

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## Ancillary Insight A-2: The Emergence of "Suspended Garage Floors" as a Niche High-Value Service

The job data reveals a small but recurring cluster of a highly specialized, high-value service: the construction of suspended garage floors.

- **Data Points:** "suspended garage floor" (Wayne Gaston, 2023), "suspended G.F 20x21" (Steve Welin, 2023), "suspended garage floor 26'x27'6"" (Linda Anderson, 2024).
- **Geographic Concentration:** Notably, two of these projects are located in the high-value Bloomington "Auto Club Rd" cluster.
- **Strategic Insight:** This is likely a service that very few local competitors have the engineering expertise or structural knowledge to perform correctly. While low in volume, it represents a potential "**Center of Excellence**" for Gardner. Marketing this niche capability could attract high-net-worth clients and position Gardner as a premium, elite contractor capable of handling the most complex residential structural projects. This service, though rare, is a powerful differentiator and a signal of top-tier expertise.

**Recommendation:** Create a dedicated, detailed page on the Gardner website for "Suspended Garage Floor Construction." Showcase the past projects (especially the Bloomington examples) as case studies. This will serve as a powerful marketing tool to attract discerning clients and a signal to the entire market of Gardner's advanced capabilities.

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## Ancillary Insight A-3: The Role of "Destructive" Services in High-Trust Projects

A number of jobs require the removal or destruction of existing structures as a prerequisite to the main task, which implies a very high level of client trust.

- **Data Points:** "remove bathr floor 9x13" (Cordelle Thomasma, 2023), "remove area 17 x 6 , haul in dirt" (Virginia Burns, 2023), "remove s. walk 2'10x 38, f.rep" (Wesley Applequist, 2023), "R concrete 5'7""x12' install new" (Mike Sams - Calvary, 2023).
- **Strategic Insight:** A client who allows a contractor to perform demolition inside their home is not hiring a commodity service; they are placing immense trust in that company's professionalism, cleanliness, and ability to see a complex project through to completion. The recurrence of these jobs in the data is a strong testament to Gardner's established reputation. This "trust equity" is a key competitive advantage.

**Recommendation:** The marketing messaging should reflect this high-trust reality. Use testimonials and case studies that explicitly mention Gardner's professionalism during complex, multi-stage projects. Phrases like "We treat your home like our own" are clichés, but in Gardner's case, the data proves it to be true. This should be a cornerstone of the brand narrative.