The Gardner Growth Playbook: An Experimental Guide to Market Leadership

Introduction: This document outlines a series of practical, data-driven experiments designed to validate and implement the key strategic findings of our 2025 Business Report. Each experiment is structured with a core insight, a "Next Best Action" (NBA), and clear metrics to measure success. This is a lean, agile approach to transforming Gardner Construction into a market leader.

Part 1: Optimizing the Core Business (Insights from the Situation Analysis)

This section focuses on experiments designed to capitalize on the foundational truths revealed by the analysis of Gardner's existing service portfolio, sales cycle, and client base.

Experiment #1: The "Golden Upsell" Systematic Trial

- **Insight (Claim):** Gardner's highest-volume lead source ("Urgent Water Management") is systematically disconnected from its highest-margin core service ("Comprehensive Foundation Restoration").
    - **Evidence:** The Project Synergy Matrix (Exhibit 2.2) shows a weak correlation between jobs involving "drain tile" and those involving "resurfacing/core-filling/structural repair" within the same project scope.
    - **Reasoning:** The current sales process solves the immediate symptom (water) but fails to consistently address the underlying disease (a compromised foundation), leaving significant revenue and client value on the table.
- **Next Best Action (NBA):**
    - **Action to Take:** For a trial period of **one quarter (90 days)**, implement a **mandatory "Foundation Health Assessment"** for 100% of incoming "Urgent Water Management" leads. The estimator will use a standardized checklist to inspect for cracks, bowing, and deterioration, and will be required to present the findings as a separate, optional section on every drain tile proposal.
    - **Measurable Impact (KPI):** Track the **"Upsell Conversion Rate."** This is the percentage of drain tile customers who also approve the optional foundation repair work. The goal is to achieve a **15% upsell conversion rate** by the end of the quarter.

- **Reasoning:** This experiment directly tests the hypothesis that customers, when educated, will opt for a more comprehensive solution. A 15% conversion rate would validate this as a major, sustainable growth lever.
- **Symptoms of Success:**
  - The average deal size for clients who originate from a "water" problem increases by a target of 25% or more.
  - Estimators report that customers are receptive to the assessment, viewing it as a sign of expertise, not an aggressive upsell.
  - The number of standalone "Foundation Restoration" jobs booked increases without a corresponding increase in marketing spend for that service.

Experiment #2: The "Sales Velocity" Adaptation Trial

- **Insight (Claim):** Gardner's "one-size-fits-all" sales process is misaligned with the vastly different buying psychologies and decision timelines of its customers.
  - **Evidence:** The Sales Velocity Analysis (Exhibit 2.3) shows a dramatic difference in Bid-to-Approval lag times: <10 days for Drainage, 15-30 days for Foundation, and 30+ days for Concrete work.
  - **Reasoning:** Treating a high-urgency "ER" patient the same way as a long-term "Architectural" planner leads to lost sales on both ends—one due to lack of speed, the other due to lack of consultation.
- **Next Best Action (NBA):**
  - **Action to Take:** For the next **60 days**, formally pilot the **bifurcated "ER Doctor vs. Architect" sales model.**
    - **"ER Doctor" Group:** All incoming web/phone leads mentioning "water," "leak," or "sump pump" will be flagged as "Code Red." The back-office must contact them within **1 hour**, with the goal of scheduling an on-site visit within **24 hours.**
    - **"Architect" Group:** All leads for new patios, sidewalks, or major foundation redesigns will be entered into a formal "Nurture" pipeline in the CRM/spreadsheet. They will receive the detailed proposal followed by a pre-written, value-added email every 2-3 weeks.
  - **Measurable Impact (KPI):**
    - For the "ER" group, measure the **"Lead-to-Appointment" rate.** The goal is to increase this by **20%** over the previous baseline.
    - For the "Architect" group, measure the **"Long-Cycle Close Rate."** The goal is to close at least **two deals** during the trial period that had been dormant for more than 45 days.

- **Reasoning:** This experiment will prove that adapting the process to the customer's mindset directly improves conversion rates at both ends of the urgency spectrum.
- **Symptoms of Success:**
  - The back-office reports a higher success rate in booking appointments from initial "water" calls.
  - The sales pipeline shows a healthier backlog of long-term, high-value projects that are not being marked as "lost" prematurely.
  - Client feedback mentions appreciation for either the "fast response" or the "no-pressure, consultative" approach.

Experiment #3: The "Tier 1 Client" Activation Campaign

- **Insight (Claim):** Gardner's most valuable asset—its database of loyal, high-LTV repeat homeowners—is currently dormant and unutilized.
  - **Evidence:** The Customer Pyramid analysis (Exhibit 2.5) and the case study of Mark Baldwin show that repeat clients provide extremely high-margin revenue with zero acquisition cost, yet there is no formal system to engage them.
  - **Reasoning:** Relying on chance for repeat business is a form of strategic negligence. A systematic approach to nurturing these relationships will unlock predictable, high-profit revenue.
- **Next Best Action (NBA):**
  - **Action to Take:** Create a curated list of all **20+ "Tier 1 Repeat Homeowners" and "Second Property"** clients. In the next **30 days**, execute a direct, personal outreach campaign. The owner or a senior manager will personally call each one.
  - **The Script:** *"Hi [Mark], this is [Owner's Name] from Gardner Construction. I was just reviewing some of our most valued client relationships and your name came up. I wanted to personally thank you for your trust over the years. As we head into the fall season, I'd like to offer you and your family a complimentary 'Foundation Wellness Check-up' at no charge, just to make sure everything is secure before winter. It would be my pleasure to come out myself for 30 minutes next week."*
  - **Measurable Impact (KPI):** Track the **"Activation Rate."** The goal is to book a "Wellness Check-up" with **50% (10+)** of these top clients and to generate at least **two new projects** (e.g., a new "micro-job" or a larger planned project) from this campaign within 60 days.
  - **Reasoning:** This experiment tests the hypothesis that personal, high-level attention can activate latent demand within the most loyal customer segment. It is a low-cost, high-touch campaign with immense potential upside.

- **Symptoms of Success:**
  - Clients express surprise and appreciation for the personal call.
  - The "Wellness Check-ups" uncover legitimate, new maintenance or project opportunities.
  - At least one client from this list makes a direct referral during the conversation, validating the power of the relationship.

Experiment #4: The "Diagnostic Fee" Pilot Program

- **Insight (Claim):** Gardner is giving away its diagnostic expertise for free, attracting unqualified leads and incurring significant unmanaged costs in time and fuel for every estimate.
  - **Evidence:** The high volume of "Urgent Water Management" inquiries combined with the lack of a formal lead qualification process (as identified in Ancillary Insight 2.11) strongly implies a high ratio of estimates-to-closes, which is inefficient.
  - **Reasoning:** For a high-urgency problem, the customer's primary need is a trustworthy diagnosis. By not charging for this valuable service, Gardner undervalues its expertise and fails to filter for serious buyers.
- **Next Best Action (NBA):**
  - **Action to Take:** For one month, pilot a **"$99 Diagnostic & Quote Fee"** exclusively for new, inbound leads related to the **"Urgent Water Management"** mission in a single Tier 1 geography (e.g., Bloomington). The fee must be clearly communicated on the phone and is fully credited back if the customer proceeds with the work.
  - **The Script:** *"To ensure we can get a senior specialist out to you right away and perform a full, comprehensive diagnostic, we do have a $99 assessment fee. This allows us to dedicate the proper time to identify the true source of the water. If you decide to move forward with our proposed solution, that full amount is applied as a credit to your project."*
  - **Measurable Impact (KPI):** Track two key metrics for the Bloomington pilot group versus a control group (e.g., Minneapolis):
    1. **"Lead-to-Booked-Appointment Rate":** We expect this to *decrease* for the pilot group, which is a sign of successful filtering.
    2. **"Appointment-to-Close Rate":** We expect this to **increase by a target of 30%** for the pilot group.
  - **Reasoning:** This experiment tests if charging a small, creditable fee can dramatically improve the quality of leads and the efficiency of the sales process. Success means estimators spend less time on unqualified leads and more time closing deals with committed homeowners.
  - **Symptoms of Success:**

- The back-office reports fewer last-minute cancellations for estimates in the pilot group.
- Estimators report that conversations with the pilot group clients are more serious and less focused on "just getting a price."
- The revenue generated from the non-refundable fees (from clients who don't proceed) covers the fuel and time costs for those visits.

Experiment #5: The "Job Kit" Operational Trial

- **Insight (Claim):** The current job load-out process is likely inefficient, ad-hoc, and a source of hidden costs due to wasted time and forgotten materials.
    - **Evidence:** The high recurrence of "standard" drain tile jobs (101+ instances) in the 20-50 linear foot range provides a clear data set to define a "typical" job's material needs.
    - **Reasoning:** Standardizing the most common processes is a foundational principle of operational excellence. Failing to do so results in lost productivity and reduced crew capacity.
- **Next Best Action (NBA):**
    - **Action to Take:** Over a **two-week sprint**, pre-assemble five **"Medium Drain Tile Job Kits"** in the workshop. Each kit will contain all the necessary pipe, fittings, fabric, and a standard sump pump for a 40-foot job. Assign these kits to a single crew for use on all their upcoming medium-sized drain tile projects.
    - **Measurable Impact (KPI):** Measure the **"Morning Roll-Out Time"** for the trial crew versus a control crew. The goal is to see a **reduction of at least 20 minutes per day** for the trial crew. Also, track the number of "return-to-shop" trips for forgotten materials, with a goal of **zero** for the trial crew.
    - **Reasoning:** This experiment will provide a clear, quantifiable measure of the time and cost savings achieved through process standardization. A 20-minute daily savings translates to over 80 hours of additional productive capacity per crew per year.
    - **Symptoms of Success:**
        - The trial crew reports being able to get to their first job site earlier and with higher confidence.
        - Inventory of core drain tile components in the workshop becomes easier to track and manage.
        - There are fewer project delays attributed to missing parts or incorrect materials on-site.

Experiment #6: The B2B "Rapid Response" SLA Test

- **Insight (Claim):** B2B partners like restoration companies operate on different timelines and have different needs than homeowners, but are likely being treated with the same process.
    - **Evidence:** The presence of clients like "Service Master" and "Capital City" proves this channel exists, but the lack of a formal program suggests the relationship is reactive.
    - **Reasoning:** For a restoration company facing a major water loss, speed and reliability from their subcontractor are paramount. Being their fastest, most dependable partner is a powerful competitive advantage.
- **Next Best Action (NBA):**
    - **Action to Take:** Proactively contact the primary manager at **"Service Master."** Propose a 3-month trial of a formal **Service Level Agreement (SLA).**
    - **The SLA Promise:** *"For any referral you send us related to an active water loss, we guarantee an on-site assessment within **12 business hours** and a formal quote delivered to you and the client within **24 business hours."***
    - **Measurable Impact (KPI):** Track the **volume of referred leads** from Service Master during the 3-month trial. The goal is to achieve a **50% increase** in lead volume compared to the previous 3-month period.
    - **Reasoning:** This experiment tests if providing a formal guarantee of speed and professionalism can increase the loyalty and referral volume from a key B2B partner.
    - **Symptoms of Success:**
        - The Service Master manager begins to call Gardner first by default.
        - The closing rate on leads from this channel increases due to the high-trust nature of the referral.
        - The relationship evolves from transactional to a true partnership, with Gardner being brought in earlier on larger projects.

Part 2: Activating the "Customer Mission" Framework

This section focuses on experiments designed to test and validate the core strategic thesis: that tailoring the marketing, sales, and service offering to the three distinct "Customer Missions" will dramatically improve commercial outcomes.

Experiment #7: The "Worried Wendy" Rapid Response Trial

- **Insight (Claim):** The customer for the "Urgent Water Management" mission ("Worried Wendy") prioritizes speed and authoritative reassurance above all other factors.
    - **Evidence:** The high-velocity sales cycle (<10 days) for drain tile jobs and the fear-based nature of the problem (water damage, mold) support this psychological profile.

- **Reasoning:** In a high-stress, emergency situation, the first credible expert to provide a confident, clear solution and a path to immediate action will win the job, often irrespective of a minor price difference.
- **Next Best Action (NBA):**
  - **Action to Take:** For a **30-day period**, all inbound phone calls identified as a "water in basement" emergency will be routed with **extreme priority.** The back-office person's primary directive is to get the potential client speaking with a technical estimator **during the initial phone call** whenever possible, even if it requires briefly interrupting the estimator in the field.
  - **The Script:** *"Ma'am, it sounds like you're dealing with a stressful situation. Our senior estimator, [Name], is currently in the field, but your call is our top priority. Please hold for one moment while I connect you with him directly so he can ask a few diagnostic questions."*
  - **Measurable Impact (KPI):** Measure the **"Phone-Call-to-Booked-Appointment" conversion rate.** The goal is to increase this metric by **25%** compared to the previous, non-prioritized process.
  - **Reasoning:** This experiment tests if immediate access to an expert, bypassing the standard callback process, creates a powerful enough impression of urgency and professionalism to significantly increase appointment booking rates.
  - **Symptoms of Success:**
    - Callers express audible relief and surprise at being able to speak to an expert immediately.
    - The number of leads "lost" between the initial call and a scheduled appointment drops significantly.
    - The closing rate for these "hot transfer" leads is measurably higher than the baseline.

Experiment #8: The "Prudent Paul" Expertise Content Test

- **Insight (Claim):** The customer for the "Comprehensive Foundation Restoration" mission ("Prudent Paul") is an analytical, research-driven buyer who makes decisions based on demonstrated expertise.
  - **Evidence:** The medium-velocity sales cycle (15-30 days) indicates a considered purchase, and the nature of the work (structural engineering) requires a high degree of trust.

- **Reasoning:** This persona is not sold; they are convinced. The most effective way to convince them is to proactively answer their technical questions and demonstrate superior knowledge before they even ask.
- **Next Best Action (NBA):**
  - **Action to Take:** Write and publish **one** of the hyperspecific "Prudent Paul" cornerstone articles, for example: **"The 1955-1965 Cinder Block Foundation: A Homeowner's Guide to Restoration in Bloomington and Richfield."** Then, for **60 days**, run a low-budget ($10/day) Facebook and Google Ads campaign promoting this article, targeted *only* to homeowners aged 50+ in Bloomington and Richfield. The ad does not sell a service; it promotes the free guide.
  - **Measurable Impact (KPI):** Track two metrics:
    1. **"Website Engagement Time"** on the article page. The goal is an average time-on-page of **over 3 minutes**, indicating the content is being read, not just skimmed.
    2. **"Content-Sourced Leads."** Track how many website contact form submissions originate from visitors who first landed on or read this specific article. The goal is to generate at least **5 qualified leads** from this single piece of content during the trial.
  - **Reasoning:** This experiment will provide concrete proof that a content-led, educational marketing approach is effective at attracting the high-value "Prudent Paul" persona. It validates the investment in content creation.
  - **Symptoms of Success:**
    - New leads specifically mention the article during their initial call ("I was just reading your guide on cinder block walls...").
    - The quality of the leads sourced from the content is noticeably higher, with a better understanding of the potential scope and cost.
    - The sales cycle for these "educated" leads is shorter because the initial trust and expertise have already been established by the article.

Experiment #9: The "Brenda's Budget" Tiered Pricing Test

- **Insight (Claim):** The customer for the "Planned Curb Appeal Overhaul" mission ("Budget-Conscious Brenda") is highly price-sensitive but is ultimately driven by perceived value, not just the lowest number.
  - **Evidence:** The long sales cycle (30+ days) indicates comparison shopping, and the commodity nature of the service (patios, sidewalks) forces price to be a major factor.
  - **Reasoning:** A single, high price can scare this persona away, while a single low price can feel untrustworthy. Providing structured options gives them a sense of control and

allows them to choose the value proposition that best fits their budget and risk tolerance.

- **Next Best Action (NBA):**
    - **Action to Take:** For a **90-day period**, every proposal generated for a "Curb Appeal" project must use the **"Good/Better/Best" pricing model** developed in the "Quote Block" system.
        - **"Good":** A competitive, baseline price for a standard, functional product.
        - **"Better":** The target option, including value-added features like enhanced prep or a better finish.
        - **"Best":** A premium option featuring the full "Gardner Difference" (e.g., maximum sub-base, rebar reinforcement, premium sealant).
    - **Measurable Impact (KPI):** Track the **"Option Selection Rate."** The primary goal is to have **over 60% of customers choose the "Better" or "Best" option.** A secondary goal is to increase the overall **closing rate** for this mission by **10%** over the previous baseline.
    - **Reasoning:** This experiment tests the psychological principle of price anchoring. By presenting a premium "Best" option, the "Better" option appears more reasonable and valuable, guiding customers away from the lowest-margin "Good" choice.
    - **Symptoms of Success:**
        - The average profit margin on "Curb Appeal" projects increases as more customers opt for the higher-tier packages.
        - The sales conversation shifts from "Can you do it cheaper?" to "What's the difference between the 'Better' and 'Best' options?"
        - Customers express appreciation for the transparent, flexible pricing structure.

Part 2: Activating the "Customer Mission" Framework (Ancillary NBAs)

Experiment #10: The "Mission-Based" Photo Library Audit

- **Insight (Claim):** Gardner's archive of past job photos is a deeply underutilized marketing asset. It is likely unorganized and not aligned with the "Customer Mission" framework, making it difficult to find the right photo for the right marketing purpose.
    - **Evidence:** The marketing audit revealed a basic website gallery but no strategic use of visuals. A photo of a crumbling foundation is useless for selling a beautiful patio, and vice-versa.
    - **Reasoning:** For a visual business like construction, having the right photo at the right moment is critical. For "Brenda," it's inspiration; for "Paul," it's proof of capability. An organized library enables this targeted communication.

- **Next Best Action (NBA):**
  - **Action to Take:** Dedicate a **4-hour time block** for a "Photo Audit & Tagging Sprint." Go through the last 3 years of job photos and place them into three distinct folders corresponding to the Customer Missions:
    1. `[Mission 1 — Water]` - Photos of wet basements (before), drain tile installation (during), and dry, clean basements (after).
    2. `[Mission 2 — Foundation]` - Dramatic photos of bowed walls, major cracks (before), and straight, solid, professionally resurfaced walls (after).
    3. `[Mission 3 — Curb Appeal]` - Beautiful, sunlit "after" shots of patios, walkways, and steps.
  - **Measurable Impact (KPI):** Measure the **"Time to Find Asset."** The goal is to be able to find a relevant, high-quality photo for any specific marketing need (e.g., a Facebook post about bowed walls) in **under 60 seconds.**
  - **Reasoning:** This is a low-effort, high-impact organizational task for a lean back office. It transforms a messy archive into a strategic marketing asset library. It enables the rapid creation of targeted social media posts, website gallery updates, and visually compelling "Lookbook" proposals.
  - **Symptoms of Success:**
    - The quality and relevance of images used in social media and proposals demonstrably improve.
    - The back-office person can quickly and easily pull compelling visuals to send to a potential client during the sales process, reinforcing a key point.
    - The website can be updated to have three distinct galleries, each one tailored to the psychology of its target persona.

Experiment #11: The "Cross-Mission" B2B Language Test

- **Insight (Claim):** B2B partners, like home inspectors and realtors, encounter clients from all three "Customer Missions," but Gardner likely communicates with these partners using a generic, one-size-fits-all approach.
  - **Evidence:** The presence of both structural repair and simple concrete jobs from B2B-inferred sources.
  - **Reasoning:** A realtor needing a quick, cheap sidewalk repair to close a deal has a different need than one facing a major foundation red flag that threatens the entire transaction. Speaking to a B2B partner in the language of their *client's* specific mission will make the partner see Gardner as a more sophisticated and valuable resource.
- **Next Best Action (NBA):**

- **Action to Take:** For the next quarter, when a B2B partner calls, the back-office person will use a simple script to **identify the mission on behalf of the partner's client.**
- **The Script:** *"Thanks for calling, [Realtor's Name]. To make sure we get you the right information, is this an urgent water issue we need to solve quickly, a major structural concern for the inspection report, or a cosmetic update the new homeowner is considering?"*
- **The Follow-Up:** Based on the answer, the B2B partner is then provided with the corresponding sales collateral. (e.g., "Okay, since this is a structural issue for the report, I'll send you our 'Foundation Restoration Blueprint' example that you can share with your client.")
- **Measurable Impact (KPI):** This is a qualitative measurement. The goal is to receive **direct feedback from at least 3 B2B partners** that they appreciate the tailored approach and find the specialized collateral helpful for their clients.
- **Reasoning:** This experiment tests if treating B2B partners as a conduit to the three missions improves the quality of the relationship. It positions Gardner as a strategic partner that helps them do their job better, not just as a vendor who fixes things.
- **Symptoms of Success:**
  - Realtors begin to call Gardner earlier in the inspection process.
  - The closing rate on B2B-referred leads increases because the end client receives material that is perfectly tailored to their specific problem.
  - A partner says something like, "It's so much easier working with you guys; you always know exactly what we need."

Experiment #12: The "Persona-Content Match" Ad Trial

- **Insight (Claim):** The existing Google Ads campaign is likely using generic ad copy and sending all traffic to the homepage, which is inefficient.
  - **Evidence:** The marketing audit points to a basic ads setup and the website analytics show low traffic and limited pages, suggesting a lack of specific landing pages.
  - **Reasoning:** Sending a "Worried Wendy" who searched for "emergency wet basement" to the same homepage as a "Brenda" who searched for "patio ideas" results in a disconnected experience for both and a low conversion rate.
- **Next Best Action (NBA):**
  - **Action to Take:** Using the newly created cornerstone content, run a **small, highly-targeted A/B test on Google Ads** for 30 days.
    - **Ad Group A ("Wendy"):** Keywords: "wet basement help," "sump pump failure." Ad Copy: "Water in Your Basement? Get a Fast, Permanent Solution." Landing

Page: The new **"My Basement is Wet: FAQ"** page.

- **Ad Group B ("Paul"):** Keywords: "horizontal foundation crack repair." Ad Copy: "Experts in Restoring Aging Foundations." Landing Page: The new **"Guide to Cinder Block Foundations"** article.

- **Measurable Impact (KPI):** Measure the **Click-Through Rate (CTR)** and **Conversion Rate (Lead Form Submissions)** for each ad group. The hypothesis is that the highly specific Ad Copy + Landing Page combinations will have a **50% higher CTR and a 25% higher conversion rate** than a generic ad pointing to the homepage.

- **Reasoning:** This experiment provides definitive, quantitative data on the value of a persona-based marketing approach. It will prove that specific messaging converts better than generic messaging, justifying the investment in creating tailored content for each mission.

- **Symptoms of Success:**
  - The cost-per-lead for the test campaigns is lower than the historical baseline.
  - Google Ads "Quality Score" for the keywords increases because the ad, keyword, and landing page are all tightly aligned.
  - The leads that come in from these ads are better qualified because they have already self-segmented and consumed relevant content before making contact.

Experiment #16: The "Referral Radius" Amplification Test

- **Insight (Claim):** The most powerful form of marketing is a direct referral from a satisfied neighbor, but this process is currently passive. We can proactively stimulate this effect.
  - **Evidence:** The tight clustering of jobs on streets like Auto Club Rd or in the South Mpls Avenues suggests that social proof and neighbor-to-neighbor communication are already powerful, if informal, drivers of business.
  - **Reasoning:** Homeowners trust a recommendation from someone living on their street far more than an ad. By systematically leveraging every completed job as a marketing event, we can create a "referral cascade" in our most valuable neighborhoods.
- **Next Best Action (NBA):**
  - **Action to Take:** For the next quarter, pilot a **"Referral Radius"** program for all completed "Foundation Restoration" and "Curb Appeal" jobs in our Tier 1 zones.
    1. Upon job completion, the project manager leaves the client with **five high-quality, oversized business cards** that include a unique offer code.
    2. **The Script:** *"We were so glad to work with you. A lot of our business comes from neighbors who see our work. If you wouldn't mind sharing these with anyone on*

the street who might be interested, this card gives them a $150 discount on their project, and we'll send you a $150 check as a thank you for the introduction."

3. Simultaneously, the **"Ground Attack" postcard** (from Experiment #13) is sent to the surrounding homes.

- **Measurable Impact (KPI):** Track the **"Referral Conversion Rate."** The primary goal is to have **at least 5%** of completed pilot jobs generate a new, referred lead within 90 days. A secondary KPI is the redemption rate of the specific offer codes.
- **Reasoning:** This experiment tests whether a formal, incentivized referral system can measurably amplify the organic word-of-mouth effect that is already occurring. It aims to turn passive satisfaction into active advocacy.
- **Symptoms of Success:**
  - A new lead calls and says, "My neighbor, Mark Baldwin, gave me your card."
  - The postcard mailings receive a higher response rate in the weeks immediately following a job on that street.
  - The Customer Acquisition Cost (CAC) for the Tier 1 zones measurably decreases as more leads are generated from this near-zero-cost channel.

Experiment #17: The "Geological Justification" Pricing A/B Test

- **Insight (Claim):** Gardner can command a higher price premium and neutralize low-cost competitors by educating customers on the *real* geological reason for their problem.
  - **Evidence:** The deep research identified distinct geological drivers for each "Problem Pocket" (sandy outwash plain in Mpls, expansive clay in Dakota Co., post-war fill soil near I-35W).
  - **Reasoning:** A homeowner who understands their problem is caused by a specific, verifiable external factor (like expansive clay soil) is more likely to accept that a specialized, more robust (and more expensive) solution is required. This shifts the conversation from price to engineering.
- **Next Best Action (NBA):**
  - **Action to Take:** For a 60-day period, conduct an A/B test on proposals for "Curb Appeal" projects in the **Tier 2 "Dakota County" zone.**
    - **Group A (Control):** Receives the standard, professional "Lookbook" proposal.
    - **Group B (Test):** Receives the same proposal, but with an additional, mandatory first page titled **"A Note on Your Local Soil Conditions,"** which includes the pre-written "Invisible Quality" block explaining the challenges of expansive clay soil and how the "Gardner Difference" base is engineered to solve it.

- **Measurable Impact (KPI):** Measure the **Closing Rate** and the **"Good/Better/Best" Option Selection Rate** for both groups. The hypothesis is that **Group B will have a 15% higher closing rate and will be 25% more likely to choose the "Better" or "Best" options.**
- **Reasoning:** This is a direct, scientific test of the value of customer education in the sales process. It will prove whether investing time to explain the "why" behind the problem leads directly to higher revenue and better margins.
- **Symptoms of Success:**
  - Group B clients ask more sophisticated questions during follow-up calls, focusing on the sub-base and reinforcement rather than just the price.
  - The back office notes fewer "lost to low price" deals in the Group B cohort.
  - The average profit margin for jobs sold to Group B is demonstrably higher.

Experiment #18: The "B2B Geo-Targeting" Pilot

- **Insight (Claim):** The needs of B2B partners are also geographically specific. A realtor in historic St. Paul faces different issues than a restoration company dealing with new builds in Savage.
  - **Evidence:** The job data from clients like "Capital City" and "Service Master" are located across different geographic zones with different housing stocks.
  - **Reasoning:** A generic approach to all B2B partners is a missed opportunity. Providing them with marketing collateral and expertise relevant to *their specific geographic market* will make Gardner an indispensable resource.
- **Next Best Action (NBA):**
  - **Action to Take:** Create two distinct B2B outreach packages and pilot them for one quarter.
    1. **"Historic Homes Partner Packet":** Target real estate offices in the **"St. Paul Grid."** This packet will include the **"Realtor's Guide to Foundation Red Flags"** and a case study on restoring a 1920s stone foundation.
    2. **"New Development Partner Packet":** Target home builders and restoration companies operating primarily in the **Tier 2 Dakota County zone.** This packet will include the **"Clay Soil & Builder-Grade Failure"** guide and highlight Gardner's expertise in large-scale flatwork and modern waterproofing.
  - **Measurable Impact (KPI):** Track the **number of inbound inquiries from B2B targets** in each pilot zone. The goal is to generate **3-5 new conversations** with B2B decision-makers in each target group during the quarter.

- **Reasoning:** This experiment tests if a geographically specialized approach can unlock new B2B relationships. It moves from simply being a known contractor to being a known *specialist* for the problems that matter most to the professionals in that specific area.
- **Symptoms of Success:**
    - A managing broker in St. Paul calls to request a "Lunch & Learn" after receiving the "Historic Homes" packet.
    - A project manager from a home builder in Lakeville calls to discuss a multi-home contract for driveways after seeing the "New Development" packet.
    - The quality and type of referred B2B work begins to align perfectly with the targeted expertise (e.g., more historic masonry work from St. Paul realtors).