

Building Results

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Welcome to the September issue of *Building Results*, a publication profiling the sales successes and extraordinary efforts of USG Building Systems sales personnel.



USG

Building Results

Message from Jim Metcalf

Big is truly the theme of this issue of *Building Results*. The projects featured are huge. The contractors mentioned are giants, or have recently became such by switching to our products. USG is a big corporation with a big agenda and a big appetite for success. Our salespeople are the industry's heavyweights, and I am sure you know why.

It comes down to service. We talk to prospects about what they need, not just what we want them to buy. We offer solutions, not just products. We play in the big leagues because we have hit upon big ideas.

We could title each of the stories below with formula headlines such as, "Exceptional Service Leads to Success." But that wouldn't be correct. The headlines should read something like, "Exceptional Service Leads to *Big* Success." This emphasis on size, however, creates a problem.

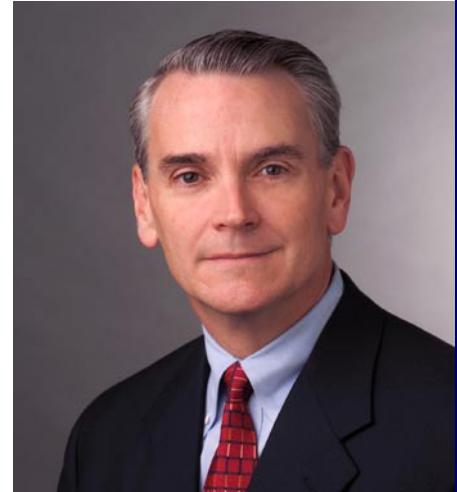
As your sales successes grow in impressiveness, our headlines must follow suit. When one success is dubbed *big*, the next victory requires an upgraded description, such as *huge*, *enormous* or *gargantuan*. Pretty soon, we will run out of adjectives and will have to employ prefixes to refer to your *mega-*, *supra-*, *ultra-*big successes. After exhausting those options, we will resort to adverbs to describe your *very big*, *really big*, *especially* big tales.

This incredible "wow" factor in your work is starting to defy description. While we don't want you to slow your selling efforts, do you realize what your success stories are doing to our headline writers? It's a big deal indeed!

Seriously, keep those tremendous success stories coming. And thanks for your outstanding sales efforts.

Regards,

Jim Metcalf
President, Building Systems



Top Story: Reps Provide Value to L.A. Hospitals

(Lowell Byrd, Lisa Friedman, Bob Grupe, Lisa McDonald, Roger Merchat, Steve Munoz, Dave Pekarcik and Nestor Sanchez)

USG is king among Los Angeles hospitals. Southern California sales reps recently won the walls and ceilings business for the \$1 billion LAC+USC Medical Center. The reps also secured wallboard and joint treatment sales at a second project – the \$1 billion UCLA hospital complex.

"We've been active participants," said Roger Merchat, district sales manager. "But in both projects, we acted more as consultants than as salespeople. We provided value – not just a low price."

The LAC+USC design team wanted guidance in selecting a high-CAC tile for its psychiatric unit and a durable panel in other areas. Thus, the sales team recommended FROST™ Acoustical Ceiling Panels to address high-CAC concerns and ASTRO™ CLIMAPLUS™ Ceiling Panels for remaining areas. The products were written into specifications, and architectural services rep Lisa Friedman

encouraged the architects to uphold them.

In the meantime, sales reps Lowell Byrd and Lisa McDonald coordinated the wall system submittals. They also assisted on fire ratings and slab-edge design. Bob Grupe and Nestor Sanchez of the Architectural and Technical Solutions group provided several UL letters on wall systems and wallboard screw-spacing requirements.

"Steve Munoz took the lead in working on these UL letters with Nestor and Bob," said Merchat. "It was a win-win for all parties involved."

In the end, USG got the wallboard order, despite National Gypsum's lower pricing. The LAC+USC project features SHEETROCK® Brand Gypsum Panels, DUROCK® Brand Cement Board, FIBEROCK® Brand Panels – VHI Abuse-Resistant and the SHEETROCK Brand Cavity Shaft Wall System.

McDonald and specialty product rep Dave Pekarcik called on the two wall contractors with the LAC+USC project. Both firms had been Hamilton users, but demos paved the way for their switch to SHEETROCK Brand joint treatments.

For more information about this sales success, contact: [Roger Merchat](#).

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USG Wins Nation's No. 1 Plaster Job

(Eric Eschbach, John Lindsay and Rik Master)

USG plaster products were featured in the \$118 million rehabilitation of the State of Washington's most significant and historic of all structures – the Washington State Legislative Building in Olympia. The Northwest sales team – featuring sales rep Eric Eschbach and regional sales manager John Lindsay – made it happen.

"Eric and I spent considerable time shepherding this job through the entire process," said Lindsay. "As the project moved along, our team's support was key."

The technical issues were immense. The contractor, D.L. Henricksen Company Inc., Tacoma, Washington, had to blend plaster patches seamlessly with original walls, matching plasters that had been mixed with 100 different grades of sand. Ornamental cornices had to be fabricated with casting and pottery plaster and fastened to walls using old-fashioned hemp ties.

To comply with historical standards, USG worked closely with Henricksen and the Northwest Wall and Ceiling Bureau, Seattle. Kevin Moyer, business line manager, superior wall finishes, and Rik Master, manager, architectural and construction systems, traveled to Washington State to offer input even before landing the project. Master worked closely with the New York architectural firm that specified most of the products.

Most patches and fresh runs featured RED TOP® Gypsum Plaster, finished with U.S. Gypsum's RED TOP Keenes Cement. The moulding shop used USG® Casting Plaster and USG® No. 1 Pottery Plaster to create the ornamental pieces. Mike Dee at USG's Empire, Nevada, plant arranged for plaster shipments on special-sized pallets to meet the project's weight and door-size limitations.

"We supplied invaluable help in identifying existing systems – writing rather

complicated submittals and coordinating shipments," said Lindsay. "They could not have done this job without us."

The Washington State Legislative Building is believed to have been the largest plaster job undertaken nationwide in 2004. Working 10-hour weekdays and eight-hour Saturdays, crews applied more than 100,000 square feet of plaster and 7,000 lineal feet of decorative plaster ornamentation.

For more information about this sales success, contact: [John Lindsay](#).

Sales Soar after Contractor's Switch

(Jane Ceccolini, Jeff McNees and Paul Skudlarek)

One of Maine's largest acoustical contractors and a former Armstrong account, Hawkes Acoustical, Westbooke, Maine, is growing by leaps and bounds, thanks to the "trench selling" of USG's Boston sales team.

"We were able to leverage our strong relationship with Chris Wagner of Wagner Drywall, a close friend of Gary Hawkes," said Paul Skudlarek, district sales manager, New England. "Once we had Gary's trust, we'd review every job he had going out to bid. We put together plans using 'trench selling' strategies, and I'd prepare submittal packages to get job specifications changed over."

The Boston team's efforts have been impressive. After USG's companywide sales integration, sales reps managed to grow USG's annual grid sales in the state of Maine by 32 percent from 2002 to 2003. Annual

acoustical sales jumped 48 percent that period. In 2004, sales of grid and acoustical products also rose significantly.

USG architectural services rep Jane Ceccolini laid much of the foundation for this growth. Prior to integration, Ceccolini touted the DONN® Ceiling Suspension System to Hawkes. Invaluable help also came from Jack Supple, yard manager, Kamco Supply, Portland, Maine. Kamco's competitive pricing led to Hawkes landing several sizable jobs, including a 250,000-square-foot ceiling installation in a new Portsmouth, New Hampshire, high school. But it wasn't until Hawkes switched to USG that the company grew to be a leading player.

"Gary's goal has been to improve relationships with GCs that work in Maine and New Hampshire and increase his pool of leads," said Skudlarek. "He has quadrupled

his business and become one of the top acoustical guys in New England using 99 percent USG product."

Sales rep Jeff McNees is new to the market. But Skudlarek said that in a short time, McNees has established a strong relationship with Hawkes, who continues to be a proponent of USG products.

For more information about this sales success, contact: [Paul Skudlarek](#).

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Mockups Help Secure Hospital Job

(Steve Allison, Diane Earll, Kym Heitke, Joseph Joslin, Mike McCormick and Mike Sabus)

When California passed a law to lock up sexually violent predators, it had no facility secure enough for confining them. So, the San Francisco architectural firm of Kaplan McLaughlin Diaz (KMD) got the nod to design a facility. The California Department of Mental Health (DMH) hired Vanir Construction Management Inc. to ensure that the 1,500-bed Coalinga State Hospital would meet its standards, which include using conventional high-strength plaster systems.

"Immediately, it became clear that two-million-plus square feet of conventional plaster would be costly," said Joseph Joslin, commercial roofing sales manager and former architectural services rep. "A search began for alternatives that would be easy to stock, install and finish with the available workforce."

FIBEROCK Brand Panels – VHI Abuse-Resistant came under review, and Joslin and architectural services rep Kym Heitke lined up a demo. District sales manager Mike Sabus, formerly a specialty product rep, built a full-size mockup at a nearby

L&W Center, and officials from DMH, KMD and Vanir attended, along with heads from California's General Services and Education Departments. After addressing the owner's concerns, attendees took turns hitting and scraping the mock-up with chairs, lumber, car keys, pens, coins and even a framing hammer. All were impressed.

Afterward, general contractor Hensel Phelps Construction Co. requested another demo. This time, the mockup featured a two-coat veneer system using DIAMOND® Brand Basecoat Plaster and IMPERIAL® Brand Finish Plaster. Steve Allison, Sacramento sales rep, arranged for materials, and plaster guru Bob Lindegaard and SECUROCK national sales manager Diane Earll, former FIBEROCK marketing manager, spoke about the benefits of FIBEROCK Brand Panels.

The result? FIBEROCK Brand Panels – VHI Abuse-Resistant was specified. DUROCK Brand Cement Board, DIAMOND Brand Basecoat Plaster, IMPERIAL Brand Finish Plaster, SHEETROCK Brand Paper Faced Metal Drywall Bead and Trim and various

SHEETROCK Brand joint compounds were also written into the specs.

Mike McCormick, sales rep in Bakersfield, coordinated with the L&W distributor and Rail America to set up a reload site near the project. Product was delivered directly from Gypsum, Ohio, to the reload site and from there trucked to the project. Allison and Sabus provided technical support for three different subcontractors. Allison even introduced FIBEROCK Brand Aqua-Tough™ Gypsum Interior Panels, which were also used on the job.

Once completed, Coalinga State Hospital is expected to have in excess of three million square feet of FIBEROCK Brand products installed.

For more information about this sales success, contact: [Joseph Joslin](#).

Relationship Key to Missile Silo Success

(Bob Edwards, Eric Eschbach and Tom Miceli)

Upon completion of a missile silo complex last year, Navy inspectors were in awe. Flooring distributor rep Tom Miceli, former specialty product rep, had gotten SHEETROCK Brand TUFF-HIDE™ Primer-Surfacer approved for the job. The inspectors, he said, were impressed.

"It took us longer to get through the Navy's security than it did to spray 50 sheets of wallboard," said Miceli, speaking of an on-site demo.

That demo came by way of a strong relationship with the contractor. Some time ago, Miceli had lunch with Brian Judkins, owner of Judkins Drywall, Silverdale, Washington, a company Miceli has called on for more than five years. Judkins Drywall

had won the contract for a Navy missile silo project at Naval Submarine Base Bangor, a base that has since merged with Naval Station Bremerton to form a new command: Naval Base Kitsap. Since the missile silo was specified as a Level 5 Finish, Miceli suggested that Judkins trial TUFF-HIDE.

Initially, Navy inspectors hesitated at trying anything new. But Miceli and Judkins were persistent. With walls ranging from 10 feet to 30 feet in height, applying TUFF-HIDE instead of a skim coat finish would save Judkins lots of money on the project.

Specialty product rep Bob Edwards joined Miceli for the demo. Working with Judkins and Judkins' foreman, Tim Alexander, Miceli and Edwards sprayed a small office area

in an hour. Since Judkins had never used TUFF-HIDE before, the demo reinforced the significance of the potential cost savings in his mind, while it also convinced Navy officials of the product's value. In the end, the Navy gave TUFF-HIDE its approval. Sales rep Eric Eschbach arranged for a local supply yard to service the project.

"When push came to shove, Brian went to bat for us," said Miceli. "The moral of the story is relationships – they help sell products."

For more information about this sales success, contact: [Tom Miceli](#).

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Going the Distance Wins School Project

(Diane Earll, Jeff Johnston, Larry Kokinda, Brynn Shaeffer and Marian Stocking)

Last year, a customer called USG sales rep Marian Stocking to ask about a joint tape they didn't realize was made by 3M. The caller was with Chicago Ceilings and Partitions (CCP), a division of National Construction Enterprises, a key national account. Sensing an opportunity, Stocking promoted FIBEROCK Brand Aqua-Tough Sheathing in place of Dens-Glass Gold for the Wilson Elementary project in Cicero, Illinois. CCP could use FIBEROCK Brand Aqua-Tough Panels without using caulk and 3M's tape.

Apparently, CCP was willing to try FIBEROCK Brand Aqua-Tough Panels, but getting the architect to switch would prove challenging. Brynn Shaeffer, architectural services rep, learned that the architect had a rather complicated substitution process. Submittals had to be made by completing a nine-page product-review form.

"They use this form to deter people from submitting alternates," said Shaeffer. "They try to make substitutions so difficult that contractors have to stick with the products they've specified."

With help from SECUROCK national sales manager Diane Earll, former FIBEROCK marketing manager, and Libertyville Research and Technology Center staff, Shaeffer completed the form in 48 hours. She hand-delivered it to the architect, and the change was approved. Sales rep Larry Kokinda lined up distributor support at Westmont Building Supplies, and specialty product rep Jeff Johnston provided technical support and a pair of cutting shears to the installation crew.

"An additional opportunity on the job came for our ceiling systems and FIBEROCK AR," said Stocking. "Fortunately, we already

had the support of the contractor and the architect, so we did not have to do another nine-page filing."

The job is now complete. The sales team succeeded in getting USG ceilings, FIBEROCK Brand Panels – Abuse Resistant and FIBEROCK Brand Aqua-Tough Panels included on the project.

For more information about this sales success, contact: [Marian Stocking](#).

Rep Opens Doors by Drafting AIA Course

(Gary Yancy and Rik Master)

One weekend in November 2003, Dallas-based architectural services rep Gary Yancy wrote the first draft of what later became the AIA Continuing Education-approved course entitled, "Gypsum Concrete Floors" (USG 01-002), featuring LEVELROCK® Brand Floor Underlayment.

"We needed a presentation to get into architects' offices and have an impact with the firms," said Alex MacDonald, technical sales manager, ALCORP Marketing, the agency partnering with USG on LEVELROCK efforts. "The only way to get an appointment was to offer a presentation with AIA Continuing Education credits."

Someone had to get the ball rolling. So, Yancy pulled together information and organized it in AIA Continuing Education format. Ben Allen, president of ALCORP Marketing, edited the first draft, which was then forwarded to USG's Industrial Products Division, Chicago.

Mike Walsh, LEVELROCK market manager; Dennis Socha, operations services/marketing manager, Industrial Products Division; and Rik Master, manager, architectural and construction systems, completed the course. Master secured AIA approval a few weeks later.

In December 2003, Yancy and MacDonald presented "Gypsum Concrete Floors" to architects with a Dallas firm. That presentation led the architect to specifying LEVELROCK Brand Floor Underlayment and the Pourable Before Drywall™ procedure for a 300-unit apartment project that also called for 90,000 square feet of sound mat. The firm requested a specific sound test, and USG scheduled the test for last fall.

The objective of the sound test was to confirm that LEVELROCK 2500 with a 24 oz. carpet and a 7/16-inch, 6-pound pad met the requirements of the new International

Building Code without insulation in the floor cavity. The results exceeded the architect's expectations.

All told, MacDonald has worked with various architectural services reps, giving more than 50 presentations of "Gypsum Concrete Floors" to some 750 architects in various cities, including Dallas, Fort Worth, Houston, Laredo, New Orleans, Milwaukee, Minneapolis, Chicago, St. Louis, San Antonio and Kansas City.

"We're dispelling the myth that gypsum floors are unacceptable," said Yancy. "We have a tremendous market to take over, and our competition can do little about it."

For more information about this sales success, contact: [Gary Yancy](#).

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Collect Your **Building Results** Awards

Congratulations to Lowell Byrd, Lisa Friedman, Bob Grupe, Lisa McDonald, Roger Merchat, Steve Munoz, Dave Pekarcik and Nestor Sanchez for winning this issue's "Top Story" honors! They will soon receive information about their award selections.

Congratulations also go to the other USG sales reps featured in this issue. Look for information about your award options soon!

Submit a Story Idea ... and Earn Prizes

Earn a leather jacket ...a briefcase...a Taylor Made driver...or your choice of other great awards! Don't forget to submit your sales success story leads for publication in future issues of Building Results.

With every issue of *Building Results*, we're giving away awards to all of the USG sales representatives who participated in a published sales success story.

Sales reps who participate in the top story each issue can choose from a leather jacket, an attaché briefcase, a Panasonic mini-stereo or a Taylor Made golf driver. Sales reps featured in all other stories in each issue can select from a second set of awards, which includes an Ashworth wind shirt, a Cross pen, a golf putter and a golf bag.

We won't, however, publish a story about your sales success unless you share it with us. Simply tell us the basic facts about your success story and the names of other USG reps involved in the project. USG's Corporate Communications Department will contact you to obtain details.

So, get in touch with us. Here's what we need to know:

1. Your name, phone number and location;
2. The names and phone numbers of the sales reps (if any) who worked with you;
3. A brief description of how you solved a problem or generated increased sales.

E-mail or phone your leads to:

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