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A Strategic Framework for Growth

For the last several years, our industry has undertaken a major initiative designed to improve our competitive posture in the market and the overall return on investment for our businesses. We named this initiative PC-21, which in reality has been an umbrella for a major transformational process for our industry.

In May of last year, our Strategic Planning Committee and our Executive Committee recommended that our industry association (PCI) should be restructured to better respond to changes in our industry being generated through the PC-21 transformation process. The bottom line is that dozens of our industry's CEOs have been taking their companies through the process of change; it's only logical that their association change with them.

Acting on this charge, the Institute's headquarters' staff undertook a major initiative to lay out a new organizational framework for PCI. This process involved a strategic assessment of our industry's needs, lengthy discussions of our core competencies, and ultimately, the crafting of a new vision statement for PCI. At the core of our new vision is a focus on excellence in marketing, manufacturing, and technology.

One of the major objectives of the new organizational framework is to significantly improve the association's responsiveness in taking market-related issues from discussion to market implementation in a substantially shorter time frame. To accomplish these goals, PCI will implement a new "fast team" concept that will bring together in new and powerful ways the considerable technical expertise of our members and focus it on the needs of our customers. This blending of technology and marketing in a new responsive partnership, we believe, is a formula for success. The new "fast team" approach is designed to break down the rigid compartmentalization of responsibilities, and it will reach into every facet of our Institute: research and development, technical activities, member services, and marketing.

Ultimately, our goal is to effectively carry the message that this industry is the "solution of choice" for today's construction challenges. It is our intention to bring this plan before our Board of Directors in June of this year in order to seek their approval and endorsement of this exciting new initiative for our industry.

This will not be an easy undertaking. For most of us, change is easy to talk about but sometimes extremely difficult to execute. This change initiative for your Institute will hopefully put us in a position to continually adjust and re-adjust our thinking, our processes, and our efforts to meet the needs of an ever-changing market. It is important that we each remember that "change is not a destination but a continuing journey."