

BERNARDO'S PAINTING

2023

VIVID VISION



BERNARDO'S
PAINTING





SNAPSHOT

This is our vision for what Bernardo's Painting will look like, act like, and feel like in 2023. The first time you read this document, let the information sink in. The second time, highlight a few things that resonate with you. The third time, circle one thing you can start helping make happen now. Ready? Here's where we're headed...

It's December 31st, 2023, and Bernardo's Painting is the premier painting contractor on the island of Oahu. Our customers and the media can't stop talking about us. Other painting companies can't compete with our online presence and reputation. Painters from other companies are constantly trying to work for us, as our painting crew is made up of the highest-paid non-union workers in the state of Hawaii.

Here's a look at how we did it...

GUIDING PRINCIPLES

"It's not hard to make decisions once you know what your values are."

– Roy E. Disney

It's all about the customer:

The only reason we exist is because of our customers, so we treat them right. Our goal is to give them the best experience they've ever had so they won't even think about using anybody else.

Never stop growing:

You proactively look for areas of opportunity and growth in the business, and figure out how to tap into them. You're easy to coach and quick to lend a helping hand when others need it.

Work with integrity:

When you say you're going to do something, you get it done no matter what. And when you say something is "done," then it's 100% DONE. That's what builds trust, and makes us the most dependable company on the island.

Do things right the first time:

Leave people better than you found them, every time. If you don't know if something is the right thing to do, ask yourself, *"Is the customer going to be thrilled?"* If the answer is a yes, then do it.





CULTURE

Leaders in the company, whether it's the owner, a higher-level manager, a project manager, or a foreman, all lead by example. Gone are the days of "old school" union workers yelling their heads off in anger to get the new, young apprentices to get something done. **We communicate to enhance each other, not to put each other down.**

We create a clear road map for your growth. We sit down with you to look at where you are now and where you want to go so we can create a clear plan (job description and position agreements) with the specific qualifications and experience you'll need to evolve into your next position in less than a year.

We welcome your feedback and listen so we can continue to improve working conditions, safety, and your experience as an employee. If you have ideas to improve the customer experience and jobsite or project efficiency, we're all ears for those, too.

We take ownership for the work we produce and hold ourselves and each other accountable. Everyone that works for Bernardo's Painting is highly responsible and a high-functioning team player. We look at ourselves to see what we're lacking, and find ways to improve systems, standard operating procedures (SOPs), and our daily tasks with the aim of improving the workplace, customer experience, and the company as a whole. We don't blame others, we find out what needs to be improved, and we take actions to shift our reality to match.

We obsess over our customers. When we show up to each and every jobsite, we show up with a smile, ready to make this the best interaction of the customer's day. When difficult situations arise, we stay calm and patient and we proactively seek out the best solution. (We always leave their jobs, on a daily basis, better than we found them. That's one of the ways our customers know they hired the right company).

We stay ahead of the curve. Each year we send our selected staff to personal and professional development events, including the Painting Contractors of America annual conference to discover the latest innovations in painting so we can implement them into our business.

We have zero layoffs. In this industry, that's virtually unheard of, but we all do our part to ensure stability and peace of mind that you can do work you're passionate about, while providing for your family.

TEAM OF All-Stars

"If everyone is moving forward together, then success takes care of itself."

- Henry Ford

Bernardo Benigno is our **CEO** and the driving force of the business. He focuses on company vision, strategic planning, sales, and finding high-level opportunities for company growth. He also builds seamless systems so we can exceed expectations in production.

Thanks to the growing demand for our services, our team has expanded to **15-25 crew members**, along with high-functioning, efficient office staff and salespeople to match. **We have two main crews (divisions): residential and commercial (State and**

Federal jobs). The **Foreman or Project Manager** of each crew leads and coordinates specific jobs, is the main contact for customers, and leads production to a successful finish.

One of our newest additions is a **Marketing and Media Director**, who turns prospects into customers and customers into raving fans for life with highly engaging campaigns across our social media platforms and website.



SERVICES

Bernardo's Painting is the #1 full-service painting company for residential, commercial, and State and Federal painting projects on Oahu.

We provide people with an amazing experience, from start to finish, by actively listening to what they need, and seeing if we're a good fit for them. In terms of painting, we perform the best workmanship that can be delivered, using the highest quality paints around to ensure their house or building will last much longer than their neighbor's. We're interested in ensuring their project lasts, not coming around every 5 years for the repaint like a "typical" contractor.

When we find a client who's a good fit for us, we provide a detailed scope of work so customers know exactly what to expect and how much it will be without any surprise bills. From the first point of contact, when a customer finds us online or picks up the phone to call us for an estimate, to our final

inspection walk-through, **everything we do is to ensure we've completed a project they love.**

We'll even check in with customers before their 2-year workmanship warranty expires to see what work they need done so we can continue to provide them with exceptional value. We'll come in and spend a day or two fixing up whatever they need, at no additional cost. Customers see their home or building transform from tired and faded to beautiful, vibrant, and fresh. When we call a customer at the end of a job, they're blown away and quick to say, *"That was the most amazing experience I've had with a contractor! Your company and crew are like no one else. You have a customer for LIFE! How can we work together more?"*



OFFICES

The home of Bernardo's Painting (and our commercial space) is located in Central Oahu. This is where our administrative staff works, where you'll likely find them creating contracts, keeping our website up to date, and on the phone smiling and chatting with customers. It's also where we have weekly meetings with the crew, so that everyone is on the same page with a high level of communication and transparency within our company.

Passersby easily spot us from the main street. When they walk through the door, their first thought is, *"Wow, everything is really organized and clean!"* and they instantly feel confident we'll hold the same standard for their project or home. That impression continues with the vehicles in our parking lot and on all of our jobsites that are so clean, as well as our staff: You won't see any ripped or dirty uniforms here. **Everyone shows up freshly showered, in clean clothes, and clean-shaven. The epitome of what a true professional is!**

On a rainy day, crew members can come in to brush up on their skills. Inside the warehouse we have a designated training area where we train staff in-house on things like proper washing, prepping, brushing, rolling, dry repairs, and cleanup. The crew realizes that if their skills are fast, smooth, and efficient, and they get the job done faster, they'll bring more money home to their families as a result. Everybody has their own folder with a checklist of skills to master and tasks to complete that senior staff can review and help coach them on. **This is where our crew members become master painters in weeks or months, not years.**

SALES & MARKETING

Demand for our services continues to skyrocket. When a potential customer searches for a painting company on Google, **Bernardo's Painting is one of the top search results.** Through **email marketing**, and across our **website, Facebook, and Instagram**, we share content that educates people about exactly what to expect with our process, as well as useful tips and guides for their most important painting projects. **Once a quarter we create short, engaging commercials that give people a taste of what it's like to work with us.** Because of everything they've seen online, by the time most people call, they've already made the decision to work with us.

Customers love us. In fact, they're so happy with their experience, not only do they leave **raving 5-star reviews on Google, Facebook, and Yelp!**, but they also eagerly refer us to their family and friends. Business is booming, and the community is raving about Bernardo's Painting...



WHAT OTHERS ARE SAYING

"People will forget what you said, people will forget what you did, but people will never forget how you made them feel."

- Maya Angelou

We are the most rated and highest rated painting company in the state of Hawaii. For the **eighth consecutive year** we're celebrating being recognized islandwide as **"Best Painting Company" by Honolulu Magazine.** We've consistently been featured as a **Best Place To Work in Hawaii** and in articles like "Meet the owner of Bernardo's Painting" in newspapers and MidWeek. Our projects are highlighted in **Island Home Magazine**, and **Sherwin Williams** named us **"Hawaii's premier painting company"** in their semi-quarterly magazine. We've even been featured in the **PCA's** (Painting Contractor Association) magazine as one of **Hawaii's leading painting companies.**

Employees consistently give us 5-star reviews on Glassdoor. We're featured in an interview for **Hawaii News Now**, where we spoke on learning trade in a more innovative way. **We're known as the "no-nonsense painting company that gets it done right and fast."**

COMMUNITY INVOLVEMENT

The work we do at Bernardo's Painting goes far beyond painting and growing a business: **It's about adding value to other people's lives.** We do this through our work each day, and we like to get involved with community projects, like using leftover paint to cover graffiti around town to restore the community's beauty. Once a year we run a Home Makeover lottery where we gift a complete painting project to a family in the community who otherwise wouldn't have had the opportunity to refresh their home and lives.

A few other organizations we support-both financially and through in-person volunteering-are Operation Underground Railroad (O.U.R), The Way to Happiness Foundation (TWTH), and the Youth for Human Rights campaign.

Bernardo also gives back to his alma mater, Mililani High School, where he mentors teens on entrepreneurship to help them avoid the pitfalls he fell into when he started. To honor Bernardo's late father, who Bernardo and the company are named after, we support vets through the Wounded Warrior Project (W.W.P) and other similar nonprofits.

FOUNDER FEELING

When I first made the decision to go off on my own and start my own business, my father was supportive and encouraged me to reach for my dreams. He went ahead and provided me with a small loan to help me get started because he believed in me and what I was trying to accomplish. Before he passed away in 2014, he was able to get a small glimpse of our success and where we were headed.

My intention and desire has always been to ensure my father's good name lives on through Bernardo's Painting, **with high values and integrity in the contractor's market.**

I can hear his voice in my head saying that now. He always said, *"Do the right thing even if it's uncomfortable."*

As I look around at Bernardo's Painting in 2023, I feel exceptionally proud of how we as a team have continued to hone our craft to offer a top-notch customer experience (from estimating and sales to workmanship), a friendly can-do attitude, and a **drive to get the job done right every single time.**

Whether we're painting a nursery for a couple expecting their first baby, a townhouse for a realtor who has a tenant moving in within the week, a school that needs to be painted before the summer break ends, or a warehouse or building on Schofield or Hickam, **we do the best job we can, every single time.**

As a result, Bernardo's Painting is the top trusted company for **unparalleled customer service and excellent craftsmanship**, and will continue to be for years to come. My father passed the torch on to me to carry his name, and I'm entrusting every one of you in this company to carry on his legacy and his good name—and to create a legacy for you and your family, too.

Bernardo Benigno



Glossary

This glossary has been provided with the intention of helping anyone fully understand the vision set forth by the owner. It is laid out in the order in which the words show up in the text.

resonate: to feel shared emotions or beliefs with something or someone. Ex: "Everywhere she speaks, millions resonate with her message."

premier: first in importance, order, or position; leading. Ex: "Hawaii's premier painting company," "the premier car source."

reputation: the beliefs or opinions that are generally held about someone or something. Ex: "she had a reputation of always getting things done right the first time."

non-union: not belonging or relating to a labor union.

principles: a fundamental (basic) truth that serves as the foundation for a system of belief or behavior or for a chain of reasoning. Ex: "the basic principles of handling your own personal finances."

values: a person's standards of behavior; one's judgment of what is important in life. Ex: "they internalize their parents' rules and values."

proactively: by taking action to control a situation rather than just responding to it after it has happened. Ex: "the painter proactively takes steps to protect the customer's belongings", "great companies don't just listen, but proactively engage customers too."

integrity: the quality of being honest and concerned with the principles of right and wrong behavior, and the goodness or badness of human character (strong morals). Ex: "they are known to be a person of integrity, and I trust they will do what they said they would do."

culture: the characteristics, knowledge, behavior, and interactions of a particular group of people, which is made up of their language, social habits, music, and arts. It encompasses what we wear, how we wear it, and how we tend to treat and speak to each other. The word derives from Latin "colere," which means to tend to the Earth and grow or nurture. Ex: "That company has a workplace culture that helps all employees thrive."

foreman: a worker who supervises and directs other workers to accomplish tasks towards a definite, known goal or production target. Ex: "Since he showed a high level of competence in getting things done on time, he was able to rise to the foreman position after a few months in the field."

apprentices: persons who are learning a trade from a skilled employer, having agreed to work for a fixed period at certain wages. Ex: "they started off as electrician apprentices and rose to master electricians."

enhance: to heighten, increase, or improve in value, quality, desirability, or attractiveness. Ex: "they enhanced each other's skills by working together on the project."

position agreements: A roadmap that the company gives each employee so that everyone can do the right work and get the right results. It's a written agreement between a manager and an employee that makes explicit (clear) the result the employee is accountable for in that position and the work standards necessary to produce that result. These are documents that hold each employee accountable by giving them clear responsibilities and guidelines for their work performance that are driven by a manager's expectations.

efficiency: the condition of achieving maximum productivity with minimum wasted effort or expense (especially of a system or machine). Ex: "their efficiency at getting the job done has increased over a short period of time."

systems: a set of methods, principles or procedures in which something is done; an organized scheme or method. Ex: "a system to organize a construction site workflow," "they have a hiring system set up to quickly find high-performing employees."

standard operating procedures (SOP): A set of step-by-step instructions compiled by an organization to help workers carry out complex routine operations. SOPs aim to achieve efficiency, quality output, and uniformity of performance, while reducing miscommunication and failure to comply with industry regulations.

obsess: to think about something all the time. Ex: "The kids obsess about the new movie after seeing the commercial for it."

stay ahead of the curve: in a position where you are more advanced or more successful than your competitors. Ex: "Elon Musk always seems to stay ahead of the curve in everything he does."

innovations: changes to improve something that has already been established, especially by introducing new methods, ideas, or products. Ex: "the company was able to reach new heights by creating and implementing workflow innovations during tough times from the past year."

layoff: the act of dismissing employees, especially temporarily, for business reasons, such as personnel management or downsizing (reducing the size of) an organization.

All-Stars: involving the best players or performers. Ex: "The team of All-Stars were able to win the game over their competition rather easily."

- a. Example of an All-Star -- A "Level 3" employee would be considered an "All-Star:"
 - i. "Level 1": You do what you are asked to do.
 - ii. "Level 2": Level 1 PLUS you think ahead and solve problems before they happen.
 - iii. "Level 3": Level 2 PLUS you proactively look for areas of opportunity and growth in the business, and figure out how to tap into them.
- Inspired by James Clear, author of "Atomic Habits."

CEO: (Chief Executive Officer): the main person responsible for managing a company, who creates strategies, plans, and programs to implement for the expansion and viability (survival) of the company. Ex: "Their CEO did a survey to see what the best course of action to take was to benefit all, instead of the few."

seamless: perfect or flawless; happening without any sudden changes, interruption, or difficulty. Ex: "The intention is to achieve a seamless transition without much loss to the business."

residential: designed for people to live in; contains houses rather than offices or factories. Ex: "There is usually less noise in a residential area."

commercial: related to doing business or business purposes; non-residential activities such as hotels, office space, retail shops, industrial buildings, public facilities, etc. Ex: "commercial real estate prices continue to rise despite the down economy."

State & Federal jobs: having to do with the government. This includes anything that is run by State or Federal organizations: schools, buildings, residential properties, or warehouses on a Military installation, etc. Ex: "The demand for contractors increased in the State & Federal job sector despite the shrinking demand in the residential and commercial market."

Marketing & Media Director: the professionals who are the brains behind a company's advertisements and online presence. They are responsible for providing direction, guidance, and leadership to a marketing department, and creating and implementing advertising campaigns. Their purpose is to create a demand, and to drive in future clients and customers who want our services.

raving: to speak or write about someone or something with great enthusiasm or admiration. Ex: "Audiences were raving about the new movie after it first came out."

well-versed: having a lot of knowledge about something; comprehensively knowledgeable. Ex: "He was well-versed in the history of space flight."

warranty: a written guarantee provided by the manufacturer that is issued to the customer, promising to repair or replace it if necessary within a specified period of time. Ex: "the car comes with a three-year warranty," "as your machine is under warranty, I suggest getting it checked."

epitome: a person or thing that is a perfect example of a particular quality or type. Ex: "she was the epitome of elegance and good taste."

Glassdoor: a website where current and former employees anonymously review companies. It allows users to anonymously submit and view salaries as well as search and apply for jobs on its platform.

Hawaii News Now: A news station in the state of Hawaii.

innovative: (of a product, idea, etc.) featuring new methods; advanced and original. Ex: "innovative designs," "innovative ways to help unemployed people."

no-nonsense: simple and straightforward; sensible. Ex: "a no-nonsense approach."

Operation Underground Railroad (O.U.R.): a non-profit organization, founded by Tim Ballard and Mark Stott, which assists governments around the world in the rescue of human trafficking and sex trafficking victims, with a special focus on children.

The Way To Happiness Foundation (TWTH): a non-profit organization in-charge of distributing the booklet, "The Way To Happiness," the first moral code based wholly on common sense. Originally published in 1981, its purpose is to help arrest the current moral decline in society and restore integrity and trust to Man.

Alma mater: the school, college, or university that one once attended. Ex: "he started teaching at his alma mater." Latin "from someone or something providing nourishment;" from earlier Latin, literally 'generous mother.'

mentor: (verb) to advise or train someone, especially a younger colleague. Ex: "The CEO began to mentor his replacement for when he retires."

entrepreneurship: the activity of setting up a business or businesses, taking on financial risks in the hope of profit. Ex: "the new business opportunities have encouraged entrepreneurship on a grand scale."

Wounded Warrior Project (W.W.P.): a charity and veterans service organization that offers a variety of programs, services, and events for wounded veterans of the military actions following September 11, 2001.

Founder: someone who establishes an organization. Ex: "The founder of Apple was Steve Jobs."

hone: refine or perfect (something) over a period of time. Ex: "she has taken numerous workshops to hone her skills over the years."

can-do attitude: confident and willing to deal with problems or new tasks, rather than complaining or giving up. Ex: "He is known for his optimistic can-do attitude."

unparalleled: having no equal; exceptional. Ex: "the sudden rise in unemployment is unparalleled in the postwar period."

craftsmanship: skill at making things. Ex: "The jewelry showed exquisite craftsmanship."

passed the torch: to relinquish (leave behind or let go) responsibilities, a tradition, practice, or knowledge to another. Ex: "When the company's founder became too ill to continue, he passed the torch to his most trusted executive. This expression comes from the ancient Greek torch race, in which a lighted torch was passed from one runner to the next."

legacy: What does it mean to leave a legacy? It means putting a stamp on the future, and making a contribution to future generations. Ex: "people want to leave a legacy because they want to feel that their life mattered. You will live your life as if you matter."