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HELPING PEOPLE ISN'T JUST FOR NONPROFITS

Sharen Murnaghan's LinkedIn page features the line, "Always be helping." When you look at Hubspot's "About Us" page, you'll notice their vision is to build a company where business is "empathetic, human, and personable." Do these philosophies sound like they're in alignment? She and Hubspot both believe that helping others is essential to business success, so it should come as no surprise that Murnaghan is Hubspot's No. 1 salesperson.

When two MIT graduates, Dharmesh Shah and Brian Halligan, realized that customers weren't responding to tried-and-true marketing tactics — and that Shah's unassuming blog was driving way more web traffic than sites with huge marketing budgets — they created Hubspot, a marketing and sales software company. Most companies were forgetting about the human element of sales. Instead of helping people, these businesses treated customers like numbers, all in the pursuit of their bottom line. So, Shah and Halligan started a company that would do the opposite. They

decided to help other businesses forge human relationships with their customers and create an "inbound world."

Before joining their company, Murnaghan had a successful sales career in the publishing world, but she was ready for something new. She had an impressive amount of sales experience but almost no knowledge of digital marketing, an industry she knew was clearly on the rise. So, "armed with nothing but a desire to learn and a willingness to work hard," she enrolled in a digital marketing course, got a certification, and eventually found her way to Hubspot. She started in an entry-level sales position, and, after putting in 12-hour days and many more hours on continued education, she became their No. 1 salesperson. She's held the spot ever since.

But what got her there? She found success by using the same philosophy that Hubspot was built on. "People don't want to be interrupted by marketers or harassed by salespeople," Shah and



Halligan say of their empathetic approach. "They want to be helped." Murnaghan's interactions with customers hinged on her desire to help others, and she was determined to carry out that mission. Once, she connected a client's daughter with friends in Canada after learning the girl was starting university there.

What lessons can we glean from Murnaghan's and Hubspot's success? Perhaps it's this: Don't forget about the simple act of helping people. Make this a priority above selling a good or service. As you shape and define your company's values, hire people who exemplify them. Like Murnaghan, if they live your values, they'll wow your clients, help grow your brand, and bring you both to the top.

EDUCATION IS KEY

HOW TO KNOW YOU DON'T KNOW SOMETHING

Is there anything more frustrating than having your instructions ignored, especially when someone has asked you to help them solve a problem? Shortly after Hurricane Harvey, we visited a site where one large wall experienced major water damage and threatened the air quality in the two rooms that shared the wall. I told the property manager how to deal with the problem, instructing him to drop down plastic and put a dehumidifier in both rooms. Three weeks later, we returned for a follow up and learned that the property manager followed our instructions, but only in one of the rooms.

Apparently, they were unable to gain access to the other room when they tried to clean up, so they didn't do it at all. The entire wall remained wet for weeks after the storm, which meant both rooms still had a problem! We returned to the site once a week for over two months afterward, and each time I found the property manager dragging his feet on following our instructions. When I asked why they had yet to address the other side of the wall, the property manager shrugged and said, "You told us what we needed to do, but we really didn't think we had to do it."

Fortunately, most property managers and building owners I have the privilege of working with aren't like that. When they learn there's a problem, they want to take care of it quickly. However, even when someone wants to do the responsible thing, I've learned what you don't know can hurt you. After the hurricane, I saw a lot of well-meaning people who didn't know where they should go to handle repairs. Many of them called the company who handles their building remodeling, not realizing the ability to hang drywall does not make a person qualified to deal with Category 3 water. If you call the



"If you call the wrong company to address black water after a storm, and that company doesn't take the necessary precautions, they may accidentally expose building occupants to dangerous contaminants."

wrong company to address blackwater after a storm, and that company doesn't take the necessary precautions, they may accidentally expose building occupants to dangerous contaminants. Can you guess who is left liable if people start getting sick?

In 2018, education will be the primary goal of my year. In addition to expanding my own knowledge through the various conferences

and seminars I will attend, I also want to educate my clients. If what you don't know can hurt you and your tenants, then it's time to locate the gaps in your knowledge. I am not saying property managers and building owners must be well-versed in every area of IAQ and building science. That's my job, after all. Instead, if a client doesn't understand about IAQ, I hope they will ask me! I would be happy to explain the process or share informational materials so other people in the industry better understand indoor air quality and why it matters. For example, if you would like to educate your team on how to safely address blackwater problems, I know an excellent water restoration technician course that can make a world of difference in just three days.

Train West

DON'T BLOW YOUR 2018 BUDGET!

As you begin the year, you're probably developing a new budget for your business. No matter how much you sell, there's no quicker path to a cash shortage than bad budgeting. Victor Butcher, head of Butcher Financial Services, says a well-prepared budget serves as a road map for companies. "You need the road map to understand where you're going with your business," he says. With that in mind, here are a few tips to ensure you make the most accurate budget possible for 2018.

Don't Underestimate Expenses

Whether you're talking about internal projects, marketing initiatives, or client services, you should always assume you'll encounter unexpected costs. If you don't leave wiggle room in your budget, you'll have to borrow cash allocated to other endeavors. "Every project seems to have an extra cost that was never anticipated," notes Shufflrr CEO James Ontra. It's much better to budget for these speed bumps than run out of gas before you reach the finish line.



Account for Fluctuations

Even if you don't sell Christmas trees or pool toys, your business probably has a sales cycle. Assuming that your revenue and spending will be consistent throughout the year sets you up for failure. While making your budget, be sure to consider when you expect an off-season. This will allow you to focus on marketing efforts in your downtime and keep profits coming in when you need them most. Similarly, you should limit unnecessary spending during the months when you expect revenue to be down.

Make Realistic Projections

Too many companies look at the future with rose-tinted glasses. "You never want to be in a position where you're spending more than you have coming in," says Annie Scranton, owner of Pace Public Relations. How do you end up in this quagmire? There's no surer way than projecting huge growth without the data to back it up. Your sales forecast needs to be realistic, if not a little lean. After all, 20 percent extra in revenue is a bonus, but 20 percent under can be a catastrophe.

Your Budget Isn't One and Done

So, you've finished a budget, but that doesn't mean it will never change. At the very least, you should review your planning on a quarterly basis. Change is the only constant in the business world, and adaptability based on profit patterns is a key component of budgeting success.

80 Years of Enchiladas

Find Rich Family History at Joe T. Garcia's



Traveling for work has its pros and cons. I have to spend a lot of time driving, but many times, those long drives bring me to some of the greatest restaurants in Texas. If you're looking for a good place to grab a meal, I have a few suggestions you might find to your liking. For example, if you're craving Mexican food — and don't feel like heading across the border — Joe T. Garcia's in Fort Worth has been serving incredible fajitas and margaritas for over 80 years.

In 1935, Joe T. Garcia and his wife, Jessie, aka "Mamasuez," opened their restaurant on Independence Day. At the time, the tiny establishment could only seat 16 diners total. Decades later, Joe T's is still family owned, with the original neon sign hanging out front. But inside, the Fort Worth staple has grown exponentially. A poolside cabana was added, followed by a party room, grand dining area, and an expansive outdoor patio. Today, over 1,000 hungry visitors can be seated at the same time — which is good because there's usually a line out the door.

Open for lunch and dinner, you'll find a different menu depending on what time of day you sit down to eat. Lunch offers a more traditional Mexican restaurant menu, while dinner is limited to two choices: the enchilada and taco combo plate, or a sizzling serving of fajitas. Modern diners love their options. But even with the limited menu, Joe T's remains a Fort Worth favorite because of their superior meals. The chefs today still use Mamasuez's classic recipes and her loving style of cooking.

Before you head over, there's one thing to remember: Joe T's doesn't accept credit cards. They do take checks, and there's an ATM on the premise. But if you don't feel like paying fees to get your own money, be sure to bring plenty of cash. A minor inconvenience to be sure, but after an evening on the beautiful patio, when you're washing down your tacos with a cool margarita, it will be well worth it.

If you're looking for a great atmosphere and delicious Mexican food, Joe T. Garcia's will always deliver. Check them out at joetgarcias.com.



2018 Fashion IAQ Guide

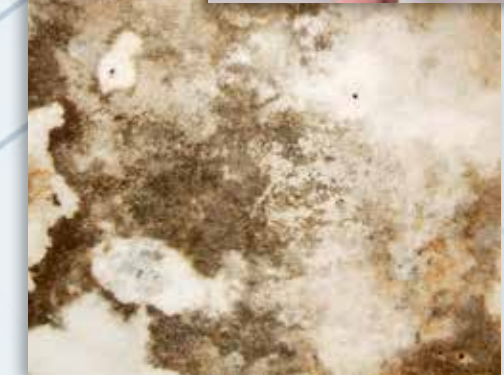
Spotted Ceilings are Not in Vogue

Acoustical tiles on the ceiling are as common in commercial buildings as gypsum wallboard or a broken printer. In fact, it's somewhat unnerving to walk into a commercial building that doesn't have acoustical tiles overhead! Classic white mineral board tiles have long been a favorite in commercial buildings, as they are great at proving a brighter, consistent ceiling and reducing unwanted sound. However, as you might be aware, they also stain very easily. Believe it or not, this is actually a good thing for building owners and property managers.

Stains in acoustical tiles are often the first sign of a water leak, and may be indicative of larger problems in the future. When a stain appears, property management should address the problem right away, repairing any leaks and taking necessary steps to remove the water.

Additionally, the stained tiles should be replaced quickly, and not just because spots are out this year. When occupants see water stains spotting ceiling tiles, they can worry about the quality of the air they are breathing. Typically, their minds go to one culprit — mold. While mold could grow on the surface of a stained tile, it would have to be in response to a chronic water leak. A water-stained tile from a short-term leak usually won't support mold. However, this fact doesn't stop occupants from worrying about poor indoor air quality.

The best way to prevent unfounded IAQ concerns is to take the out of sight, out of mind approach. By replacing the stained tile, property management can quickly end this issue. In some cases, a cleaning crew might be able to remove the stain, but it is difficult to repair mineral board after water damage.



Generally, it's more cost-effective to replace the whole tile, rather than attempt to remove a large, unsightly stain.

Water-damaged acoustical tiles will always be a problem. It is important to educate your staff so they understand that fixing the leak and replacing the tiles will eliminate many occupant concerns about mold in the building.



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