

The Contrail

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As we wrap 2008, I'm pondering the Dip, that defined space of time between starting something and mastering it, which marketer Seth Godin references in his book, *The Dip*. Godin theorizes that those companies whose employees embrace the Dip – not just survive or endure it – are the companies that can capitalize on becoming the indisputable leader in their market.

I believe that each employee at CAVOK has the responsibility to add value for our customers and improve personal job skills, all activities that will help each one of us embrace the Dip. In 2009, we'll focus on these areas:

- **Manage expenses.** We must align our expenses with our revenue. We're already beginning to consolidate facilities, moving our employees from Keller-Parkway to the former Bear Creek Bakery space. We'll also tighten our discretionary spending and regularly review costs, coupled with deferring some capital expenditures.
- **Permeate value.** We can do this through risk evaluation, helping clients save money, and through tangential offerings, such as our Safety Management System tools. Clearly, we must continue to add value for customers in this economic climate.
- **Maximize efficiency and productivity.** For case management, we'll implement new case controls that will help us monitor our execution and measure our results. We'll also roll out a new methodology to correctly apply time to cases. To assist in this, we're leveraging technology by rewriting EZ Time and developing an IPA tool. We've also established a "Beach Job Jar," and we'll begin using unapplied time on selected projects to help us increase efficiency and productivity.

By giving you these tools and processes, I know that we can lean into the Dip to ensure our success in the coming year.

I want to thank each one of you for your efforts in helping us be the best at what we do and to extend holiday wishes to you and your family.




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