

FOR OWNERS OF PRIVATELY HELD GENERAL CONTRACTORS

Stop Buying Work.

Win the right work. Keep the margin.

How \$50M–\$200M general contractors add points of gross profit without chasing more volume.

\$500K–\$2M

What one extra point of gross profit is worth each year to a \$50M–\$200M GC

~70%

Of Bill's time spent on site, in clients' offices and on their jobs

3,000+

Discoveries completed with trade business owners

THE PROBLEM

Busy isn't the same as profitable.

Most GCs in this range aren't short on work. The backlog is full and the crews are busy. But too much of that backlog was bought, priced thin to keep the work coming, and the margin quoted on bid day fades by closeout.

1 Cut the price to win the bid.

2 Hope to make it up in the field.

3 Carry more risk, cash strain, and exposure.

It rarely works. Growth isn't about winning more work. It's about winning the right work at the right margin.

The squeeze is real

11.9%

vs. 5.4%

Input costs for nonresidential construction rose 11.9% in a year, while contractor bid prices rose 5.4%.¹

98%

of GCs say they've lost part of their fee (markup for overhead and profit) in change order negotiations.²

21.8%

Gross margin for best-in-class contractors. Their overhead was close to everyone else's (10.8% vs. 11.8% of revenue). The difference came from the jobs, not the office.³

THE OPPORTUNITY

One point of margin goes straight to the bottom line.

GC gross margins are often in the teens. When you win and build a job at a better number, your overhead doesn't change. Same office, same estimators, same PMs.

That means every extra point of gross profit falls straight to net profit.

ANNUAL REVENUE

+1 POINT OF GROSS PROFIT

\$50M

\$500K /yr

\$100M

\$1M /yr

\$150M

\$1.5M /yr

\$200M

\$2M /yr

Illustration: one point equals 1% of annual revenue. Actual results depend on your work mix, market, and execution.

For GCs doing \$50M to \$200M, just one extra point of gross profit margin is worth **\$500K to \$2M a year. I work on site with your team to go get it.**

¹ Associated General Contractors of America (AGC), analysis of BLS producer price index data, Sept. 2025 to Sept. 2026, released Oct. 2026. Bid prices measured by the PPI for new nonresidential building construction.

² Clearstory, *The State of Change Orders in 2026*, based on Dodge Construction Network research. GCs reporting fee erosion from change order negotiations on at least some projects.

³ CFMA, 2024 Construction Financial Benchmark. "Best in Class" is the top 25% of respondents across all contractor types; 11.8% is the all-respondent SG&A figure.

Win the Right Work & Grow Your Margins

Cutting price to win and hoping to make it up in the field rarely works. The fix is getting estimating, business development, and ownership aligned on which work to chase and how to price it.

Estimating sees the numbers	Business development sees the relationships	Ownership sees the backlog and the cash
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01 ORIGINATE

Build the pipeline you want

Business development aimed at private-owner, negotiated, and design-build work instead of low-bid hard bids. Real relationships and a steady, visible pipeline.

02 QUALIFY

Chase only what you can win and profit on

A disciplined go/no-go filter that estimating, BD, and ownership all use, so your best people spend their time on the right projects.

03 PROTECT

Hold the number you bid

Preconstruction, estimating review, buyout coverage, tight scope letters, and change order discipline, so you defend your fee instead of giving it away.

04 MEASURE

Know where you stand on every job

Regular WIP reviews and fade and gain tracking from award through closeout, so problems surface while you can still fix them.

How we work

STEP 1 • BEFORE ANY ENGAGEMENT

Gross Profit Execution Discovery

A full on-site Discovery scaled to your company: typically five days for GCs doing \$50M to \$100M and ten days above \$100M, based on size and scope. I examine how you bid, sell, and price work. On the final day I present findings: your top margin leaks, how efficient your sales effort is, and clear next steps.

5 days \$50M–\$100M	Day 1 Kickoff & owner	Day 2 Bids, costs & backlog	Days 3–4 Estimating, BD, finance & field	Day 5 Findings
10 days \$100M+	Days 1–2 Kickoff & owner	Days 3–4 Bids, costs & backlog	Days 5–9 Estimating, BD, finance & field	Day 10 Findings

Satisfaction guarantee on findings.

STEP 2 • 90-DAY ENGAGEMENT

Implementing the Systems That Build Gross Profit for the Long Haul

My engagements blend consulting, coaching, and training, with an optional Fractional CSO (Chief Sales Officer) on site. I set go/no-go discipline, train and coach your business development team, build a steady pipeline, and defend your fee, so you win the right work at better margins and stop panic-bidding.

The 90 days put the systems in place. The gross profit shows up as new work is built and closed out, typically 8 to 12 months later.

WHAT YOU WALK AWAY WITH

- Written go/no-go criteria your team uses
- A coached BD team and a weekly pipeline
- Fee-defense habits built into every pursuit
- WIP and fade/gain reviews for leadership

— No surgeon operates without an X-ray. Neither do we. —

LET'S TALK

Find out where your margin is going.

Start with a no-pressure conversation about how you bid, sell, and build. If there's margin leaking, we'll talk about where and what it's worth.

What changes

- ✓ **Better projects.** More private-owner, negotiated, and design-build work.
- ✓ **Higher gross margin.** Win at numbers that pay for the risk.
- ✓ **A predictable pipeline.** A steady flow of the right opportunities.
- ✓ **A stronger BD team.** Trained, coached, and working a plan.
- ✓ **Margin protected through closeout.** Fewer surprises at fade time.
- ✓ **Help that shows up.** On site with your team, not just on a call.

About Bill Shapcott

Shapcott Lauber is led by Bill Shapcott, who has spent 28 years advising trade business owners. He has met with more than 10,000 of them, including about 2,000 contractors, and has completed more than 3,000 Discoveries.

Bill works on site first. About 70% of his time is boots on the ground in clients' offices and on their jobs, with remote check-ins between visits.

1-3 pts

THE GOAL

The goal is 1 to 3 points of gross profit. It builds over time as new work flows through your jobs, and results depend on your market, your work, and your team.

Depending on the size of the GC and the segments it works in.

Let's see where margin is being lost.

Call or email Bill for a straight conversation about your bidding, your pipeline, and your jobs. No pitch deck, no pressure.

On-site work: no travel charge within 50 miles of Greensboro, NC. Beyond that, the client covers travel.



Bill Shapcott

bill@shapcottlauber.com

336.932.6575 · shapcottlauber.com

806 Green Valley Rd, Suite 200
Greensboro, NC 27408