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## **President's message: Membership is your best tool**

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There is no guidebook, no degree, no set of texts that teach you how to run a subcontracting business. We all come to our businesses in different ways - some are born into it, while others start out in other fields and come to construction as market and career opportunities present themselves. However you become a subcontractor, you face challenges in building your company and building your knowledge of best business practices.

You start your business with all good intentions, and you begin to win some work. Suddenly, you find yourself strangled by the negotiated price and by contract terms that leave you exposed to liability; and you are pretty sure you will have to fund the project yourself before you ever get paid.

We never see this story in the business school textbooks. That's where belonging to a business network of subcontracting firms helps immeasurably. It gives you access to a wealth of information from companies that have learned through experience, and know where to find the best help available.

I am honored to serve as president of the Associated Subcontractors of Massachusetts. Our mission is a simple one. To help you improve your business through a system of relationships and resources that cannot be duplicated anywhere; to maintain your voice in the Massachusetts legislature; and to educate your employees to keep your company on the cutting edge.

We are facing a whole new set of challenges in this economy, and we need to work together to overcome them. ASM will work to inform you of industry trends, and business strategies for tough times. As a very wealthy friend of mine just told me, "It is pretty bad when your bank calls to tell you they no longer exist." What will fall next, our bonding companies, our insurance companies, the owners and general contractors? Hold on! It will be a bumpy ride.

I encourage all ASM members to get involved in the association. You will find it to be your best business tool and collectively we can accomplish much.

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