

Business philosophy

Essential business philosophy: Our business is relationship-based, our clients come first, and we always strive to make their lives easier by bringing more value to the table than our competitors.

Best way to keep competitive edge: Take ownership of our projects and don't sacrifice quality or service — especially in this market. A lot of our competitors let their subcontractors run the jobs. There are firms that you won't even see their superintendents on a daily basis. We don't run our jobs like that.

Guiding principle: I firmly believe in the golden rule, "Do unto others as you would have them do unto you." I expect people to be open and honest, to treat people fairly and to hold themselves accountable, and they can expect the same from me.

Yardstick of success: Retaining good-quality people and helping them grow through the business. I was fortunate enough to have started as an apprentice and now own the business. I had tremendous opportunity and would like to give that opportunity to others.

Goal yet to be achieved: To develop the reputation we have in the commercial interiors world in our building restoration and structures division.

Judgment calls

Best business decision: The diversification of our product type and geographic expansion. It's really helped us a lot in the downturn.

Worst business decision: When we lose sight of our clients or try to take too much on, it can have a negative result.

Toughest business decision: When you have to let good people go — especially good people. We had two rounds of layoffs, one in early January and one in August.

Biggest missed opportunity: In the construction industry, there are often multiple project opportunities that you lose out on, so we learn from our experiences and try and improve upon them. Also, I wish we diversified earlier, both geographically and in terms of starting the building restoration and structures division. I'd like to have done that in 2002.

Mentor: My father, Rex Scribner. I learned a lot about commitment, loyalty and work ethic from him. He was in the trades, in specialty flooring.

Executive Profile



MIKE SCRIBNER

PRESIDENT, BCCI

Background: Scribner worked at Dome Construction before forming BCCI with another partner. The San Francisco-based contractor has offices in San Francisco and Silicon Valley and had 2008 revenues of \$165 million with about \$250 million in new contracts won in the last year. The company specializes in commercial interiors but three years ago started a building restoration and structures division.

First job: In high school I worked as a janitor and grounds keeper at the Alameda County Fair Ground.

Residence: Lafayette.

True confessions

Like best about job: I like that in our business every day is a new day. It's a fast-paced go, go, go environment.

Like least about job: In this economic environment, we are perceived as a commodity. There is a feeling out there that all contractors provide the same service, that we are just another general contractor.

Pet peeve: Office politics drive me nuts. It's an unnecessary waste of time.

Most important lesson learned: Don't forget your clients.

Person most interested in meeting: I think Warren Buffett would be fascinating to meet.

Most respected competitor: Webcor for the complexity of the projects they build, and DPR for the culture they've built.

Three greatest passions: My wife and daughters, BCCI and a good red wine.

First choice for a new career: Venture capitalist or investment banker.

Predilections

Favorite quote: "Risk more than others think is safe. Care more than others think is wise. Dream more than others think is practical. Expect more than others think is possible." — Cadet Maxim.

Most influential book: Jim Collins' "Good to Great."

Favorite cause: Children and disadvantaged people. I support Heifer, UNICEF and the S.F. Food Bank.

Favorite movie: Clint Eastwood's old spaghetti westerns.

Favorite restaurant: Postino in Lafayette.

Favorite way to spend free time: It's a toss-up between golf and a good book on a warm beach, preferably in Mexico.

Automobile: Toyota Highlander Hybrid.

—J.K. Dineen ■