At Zweig Group, we exist in order to help leaders in the architecture, engineering, and environmental consulting industries achieve their business and personal goals.

MARK ZWEIG | Founder and Chairman

Mark C. Zweig is best known as the leading expert in management for the architecture, engineering, planning, and environmental industry. With more than three decades as a student of the industry, Mark knows architecture, engineering, and environmental consulting firms inside and out. He started his career in a management consulting firm specialized in the construction and development industries, and then worked as a principal and manager in two A/E and environmental firms. He founded Mark Zweig & Associates in 1988, which later became ZweigWhite in 1994 and Zweig Group in 2014.

CHAD CLINEHENS | President and CEO

Chad has been working in the A/E/P industry since 1995. His background includes working as a registered professional engineer in transportation as well as strategic and directional leadership of a 350+ multi-discipline engineering firm. As a graduate of a top 25 MBA program, his creative business ideas drive performance and success in the very unique business model of the technical consulting firm. Chad uses his in-depth knowledge of the A/E/P industry to prescribe ways to improve performance using strategies and approaches used in the best companies in the world.
What began with a simple newsletter has grown over the last three decades to become a comprehensive suite of products and services, including publications, market research reports, seminars and executive education offerings, business conferences, and management consulting services covering virtually every aspect of business management.

 Founded in 1988 as Mark Zweig & Associates, a consulting and publishing company devoted to serving the A/E/P and environmental consulting industry.

 Mark Zweig returns (2010) to the helm as the company was purchased back in late 2012. Company makes the Inc. 5000 list.

 The new Zweig Group is posting solid financial performance (36% growth from 2013) and is evolving to meet the needs of a drastically changing market.

 Changed to ZweigWhite, adding a number of products, services, and offices.

 Named to the Inc. 500 list two consecutive years.

 Founder Mark Zweig retired and the firm was purchased by private equity firm Cardinal Growth of Chicago.

 Company changes name to Zweig Group and builds new leadership team.
Zweig Group’s full scale mergers and acquisitions consulting team can assist in finding and evaluating M&A candidates and structuring the transaction – managing the complicated process from conception to the closing table.

Zweig Group is the industry leader in finding deals, helping your firm grow, and developing comprehensive ownership transition plans through mergers and/or acquisitions. Nobody has the depth and breadth of relationships and knowledge of the industry that we do. Save yourself time and money by partnering with the firm that set the standard by which all other firms are judged. Our consulting team can assist you with finding and evaluating acquisition or merger candidates, structuring the transaction, and navigating the complex process. We bring a unique combination of deep industry insight, experience, and technical knowledge to our clients. Zweig Group utilizes licensed professionals who will effectively represent your interests in a transaction.

CONSULTING SERVICE AREAS INCLUDE:
• Buyer representations
• Seller representations
• Negotiation, deal structuring, and due diligence assistance
• Integration planning and implementation
• Fairness opinions
• Debt and equity financing
• M&A strategy consulting

Jamie Claire Kiser
jkiser@zweiggroup.com
Direct: 479.435.6521
Mobile: 479.530.4184
Zweig Group can help you figure out where to take your firm, and exactly how to get there. Our consulting team works directly with company leadership, guiding the firm toward defining and achieving its important business objectives.

We start with a detailed assessment of your firm gained from a thorough and proven process to make you confident that we know you, your people, and the market conditions you’re operating in. We compare your operations—inside and out—to our comprehensive data set of industry benchmarks and best practices.

Armed with this current assessment, our consultants work with your leadership to craft a rich and compelling plan for the company’s future, including vision, mission, goals, strategies, and actions for execution.

AREAS OF EXPERTISE INCLUDE:

- Revenue and profit growth plans
- New market and geographic area expansion plans
- Comprehensive management assessment and operations audits
- Client research and client perception surveys
- Financial and operations benchmarking analysis
- Strategic business plan development
- Shareholder value assessment
- Business development training and management systems design
- Executive coaching and leadership development
- Corporate governance and organization structure development
- Market research and analysis
- Client perception surveys and client feedback analysis
- Confidential employee surveys and Best Firm industry benchmarking
- M&A searches, facilitation, and due diligence
The benefits of a great hire, and the detriment of a bad one, make outsourcing your next search one of the most crucial decisions your firm will make. Unlike typical recruiting agencies that simply throw candidates at you for consideration, Zweig Group works for you searching for exactly the person you need and we sell your firm to them and set the stage for your firm to close the deal. Zweig Group has the largest database of AEC firms and contacts in the industry. We know all of the companies, including your competitors, and for more than 25 years we have interacted with a large segment of the AEC talent pool. We are not a recruiting agency. We are a research and consulting firm that helps architecture, engineering, planning, construction management, and environmental firms grow and improve their business. We see finding key hires as a critical part of any good business strategy.

Zweig Group understands your business and the unique needs of identifying talent on a project, regional, or national basis. We do not work on a commission. We work directly for you and with you on a daily basis to help you find the exact fit for your organization. We are your consultant. You can hire us for a single, hard-to-fill position or we can help you with a hiring campaign or on-going program. We can even be your in-house recruiting team serving as an extension of your staff. Additionally, we can come in and help train your people in how to more effectively recruit and retain people in your organization.

OUR DELIVERY METHODS FOR SERVICES IN THIS AREA OF OUR BUSINESS INCLUDE:

- Single position recruiting contract
- Technical sourcing
- Team search contract
- Multiple position recruiting program
- Annual recruiting outsource contract
- Recruitment and retention training for organizations
- Becoming a Better Recruiter webinar

Randy Wilburn
rwilburn@zweiggroup.com
Direct: 479.856.6171
Mobile: 617.828.9093
Zweig Group can help your firm develop a winning marketing and business development strategy. We know this industry and know how to help you craft creative strategies for promotion, differentiation, and messaging that is critical for growth.

Your company needs a strong and powerful brand to attract prospective clients as well as cultivate a steady stream of profitable projects among existing ones. Zweig Group works directly with leaders, managers, and marketing teams to define and achieve marketing objectives. We can assist with targeting and positioning in strategic markets, organizational structure and planning process enhancements, conducting primary and secondary market research, and training staff in necessary marketing and business development skills. Zweig Group can also develop and deliver marketing communications campaigns that invigorate the company’s brand and stimulate growth.

AREAS OF EXPERTISE INCLUDE:
- Strategic marketing plan development
- Employee surveys
- Client perception surveys and feedback analysis
- Proposal, client interview, and presentation assessment and coaching
- Business development training for principals and technical professionals
- Re-branding and brand invigoration
- Website redesign and social media strategy and execution
- Advertising assistance
- Video production
- Comprehensive marketing audits
- Facilitated marketing strategy sessions
- CRM systems analysis and implementation
- Marketing communications campaigns and programs
- Market and industry research and analysis

Chad Clinehens
cclinehens@zweiggroup.com
Direct: 479.856.6097
Mobile: 501.551.2659

Christina Zweig Niehues
czweig@zweiggroup.com
Direct: 479.856.6112
Mobile: 479.445.7564
The issues facing owners in a privately held architecture, engineering, or environmental consulting firm have never been greater. Recognizing the effects of today’s environment on firm value requires industry expertise. Zweig Group’s valuation experts understand the industry and what drives value in your firm. What is a fair value for your stock? Will you be able to manage the retirement and redemption of a major shareholder? How can you keep the stock affordable for new shareholders? Whatever issues you are struggling with, we’ve seen them before and can help.

Zweig Group has completed more valuations in the industry than any other firm. We have a highly credentialed appraisal team that understands the value drivers. Zweig Group performs valuations for a range of purposes including ownership transition planning, corporate planning, ESOPs, transactions, and litigation.

SERVICES AREAS INCLUDE:
• Business valuations
• Formal appraisals
• Litigation support
• Estate planning
• ESOP valuations
• Fairness opinions
• ESOP consulting
• Valuation FAQ

Tracey D. Eaves, MBA, CBA, CVA, CMEA, BCA

teaves@zweiggroup.com
Direct: 800.466.6275
Mobile: 505.258.8821
Many firms do not put adequate resources towards this critical element of business succession. A well designed ownership transition plan benefits both retiring and future owners. Zweig Group has developed plans to foster smooth ownership and leadership transitions for hundreds of businesses. This keeps business thriving and protects both departing and next generation owners. We have worked under impossible deadlines and challenges when needed to help firms in crisis. We believe this is of great importance and we often make ownership transition a part of the strategic plans we develop for firms.

Our consultant team has seen just about every scenario you could imagine and are ready to bring this expertise to your firm to help you efficiently and effectively develop a plan that protects your interests.

CONSULTING SERVICES AREAS INCLUDE:

- Comprehensive ownership transition planning
- Business valuation/appraisals
- Problem shareholder issue and dispute resolution
- ESOP consulting (including implementation and annual appraisals)
- Deferred, equity, and phantom equity compensation plans
- Leadership development and management succession

Jamie Claire Kiser
jkiser@zweiggroup.com
Direct: 479.435.6521
Mobile: 479.530.4184
Zweig Group Research is proud to offer primary research for the architecture, engineering, planning, and environmental consulting industry. Our products bring up-to-date data analysis into the C-suite so firm leaders can make the right decisions and assessments regarding their firm’s performance and operations. For more than 30 years, some of the industry’s highest performing firms have participated in our surveys, providing accurate data on what successful and not so successful firms look like today. Our historical data lets us see established trends and find emerging trends as technology and other advancements take shape in the AEC industry.

As firm leaders age and new leaders begin to develop, we want to be the resource for AEC industry management, benchmarking financial performance, and controlling costs. Our goal is to provide real-time data analysis for leaders with products that can be accessed from anywhere, anytime.

Our Financial Performance Survey of Architecture, Engineering, Planning & Environmental Consulting Firms includes comprehensive data analysis on financial performance, finance departments and costs, challenges, methodology, and financial practices. The report contains every major financial performance statistic for the industry. Use the data from the overall sample or use our Benchmarking Report to compare your firm to others by type, size, region of headquarters, growth rate, client base, and more.

Our Valuation Survey of Architecture, Engineering, Planning & Environmental Consulting Firms allows industry professionals to quickly get an idea of how much their firm is worth using our exclusive Z-Formulas. Whether you are part of an established firm or a young firm and want to understand value as it relates to share distribution, M&A, ownership transition, etc., this report and its Benchmarking Package allow leaders to get a view into their firm’s value based on real valuations of hundreds of AEC firms.
Your participation is critical for us to gather a wide-ranging sample of data on the topics that we research.

This is why we offer a 65% off discount of the final price of any survey of your choice when you participate.

Visit zweiggroup.com/survey-participation/ to participate today.

Will Swearingen
wswearingen@zweiggroup.com
Direct: 479.435.6977
Mobile: 479.802.9494
REAL MARKETING AND BRANDING FOR AEC FIRMS

The first real marketing course for AEC firms. Designed to bring clarity and distinction between marketing and sales (business development), this course will aid all levels of staff to understand how to market the firm and build the brand in their respective roles.

AEC BUSINESS DEVELOPMENT TRAINING

AEC Business Development Training is a one-day seminar that was specifically developed to help design and technical professionals in architecture, engineering, planning, and environmental firms become more comfortable dealing with clients and promoting the firm and your services.

THE PRINCIPALS ACADEMY

The Principals Academy is like a two-day MBA for technical professionals and is the most impactful two days you can spend learning to build your career and your firm. The program includes an extended Q&A that provides the attendees an opportunity to discuss in-depth the issues facing them at their firms with advice from industry-leading experts.

Bill Murphey
bmurphey@zweiggroup.com
Direct: 479.856.6261
Mobile: 808.265.3067
LEADERSHIP SKILLS FOR AEC PROFESSIONALS

Provides design and technical professionals with the skills to become more competent leaders. This course helps attendees develop and reaffirm the leadership skills, strategies, and techniques that will help them grow personally and professionally.

IMPROVING THE PRACTICAL LEADERSHIP SKILLS OF AEC PROFESSIONALS

- Length: 2 Days
- PDH/CEUs: 12 hours

EXCELLENCE IN PROJECT MANAGEMENT

Provides project managers with a comprehensive understanding of the characteristics, skills, and techniques successful project managers must have to allow them to flourish in their role.

DESIGNED TO IMPROVE THE EFFECTIVENESS OF PROJECT MANAGERS

- Length: 1 Day
- PDH/CEUs: 6 hours

FINANCIAL MANAGEMENT FOR AEC PROFESSIONALS

The seminar for AEC professionals who want to better understand their financial metrics and turn them into actionable plans.

A PRACTICAL GUIDE TO UNDERSTANDING YOUR FIRM’S NUMBERS

- Length: 1 Day
- PDH/CEUs: 4.5 hours
THE WORLD IS CHANGING, AND SO ARE WE!

Here at Civil + Structural Engineer we’re passionate about being the best source of news and information for the engineering industry. While we started off as two separate print publications many years ago, we’ve since moved into the digital age and combined the great content our readers love into one supercharged magazine and website.

Just as engineering technology has evolved, marketing and information delivery have evolved as well, allowing our advertisers to reach readers with dynamic and engaging new media. Our sponsored webcasts and white papers are only the beginning. Big new ideas coming to Civil + Structural Engineer include live video content and podcasts to put a face and a voice to our industry.

This means we have added new options to our advertising menu, fresh content, expanded social media presence, new capabilities, and an expanded staff, all dedicated to helping you reach our 90,000 person (and growing) audience in the best way possible.

LET US HELP YOU HELP THE ENGINEERING INDUSTRY!

Beth Brooks  
bbrooks@zweiggroup.com  
Direct: 479.856.6359  
Mobile: 479.502.2972

facebook.com/csENGINEERmagazine  
twitter.com/csENGINEERmag

DOWNLOAD OUR MEDIA KIT  
csengineermag.com/mediakit
SPONSORED PODCASTS

A full reach suite of new media, social/digital placements, and outbound efforts to reach viewers in all channels.

- One hour podcast interview or prepped discussion on ZG podcast channel
- A 640-by-90 pixel banner on csengineermag.com for the month
- A one-fourth page placement in the print and digital edition
- Social media promotion of both post and magazine feature through all Zweig Group channels
- Month-end report
- 30 days as feature on csengineermag.com, content is evergreen after that

SPONSORED WEBCASTS

Civil + Structural Engineer is registered with the AIA and is committed to developing quality learning activities in accordance with CES criteria.

- 60-minute educational presentation
- AIA guideline approval
- Full page color ad in magazine
- Banner on website
- E-news banner ads
- Confirmation, reminder, and follow-up emails
- Certificate of completion for the live event
- Archive located at csengineermag.com/continuing-education for one year after the event
- Follow-up Q&A posted online with the archive
- Automated quiz and certificate of completion for the archived event
- Full attendee/lead reports

COVER FEATURE

Make Civil + Structural Engineer yours for the month! Showcase an individual, product, or service with a cover story and six-page editorial feature.

- Cover photo, headline, and feature
- Four to six page editorial with professional photography
- Digital feature placement
- Social and direct marketing
- Evergreen online
Founded in 1992, *The Zweig Letter* features a national group of writers – a mix of C-suite executives, industry experts, and Zweig Group’s own stable of in-house consultants. Loaded with management tips and best practices for a broad range of issues, the newsletter provides an inside look at how real people in the A/E industry are tackling today’s challenges. Every 12-page edition leads off with a hard-hitting editorial from management guru Mark Zweig, the publication’s namesake. Mark is radical, sensible, and thought-provoking. He also delivers his advice with a dose of humor. If you want to succeed in the A/E industry, *The Zweig Letter* is an indispensable tool for you and your team.

**Richard Massey**

rmassey@zweiggroup.com  
Direct: 479.856.6122  
Mobile: 479.409.3007

facebook.com/thezweigletter  
twitter.com/ZweigLetter
EXPERT LEADERSHIP AND MANAGEMENT ADVICE

“Do more of what you are good at. But you also have to know what your weaknesses are or they can destroy you.” – Mark Zweig, Zweig Group founder and chairman, The Zweig Letter, 2017

“There should be no ‘yes’ people, but rather those who will challenge the group. This isn’t a golfing event – [board members] should leave the room mentally exhausted.” – David Wantman, CEO, Wantman Group Inc., The Zweig Letter, 2017

“Our strategy for growth is grow or die. It doesn’t matter if it’s organic or by M&A as long as we grow.” – Calvin Ladner, President, LJA Engineering, The Zweig Letter, 2017

“Our most successful proposals help the client visualize the journey they will take with us.” – Tim Carl, CEO, HGA, The Zweig Letter, 2017
MANAGEMENT FROM A TO ZWEIG
Revised Edition

Collected from the weekly pages of The Zweig Letter, this collection features Mark’s no-holds-barred advice on A/E firm leadership, ownership transition, marketing, business development, recruitment and retention, and more.

Regardless of how big or small your firm is, the services you offer, or the clients you work with, this volume will address your most pressing management, leadership, and revenue-generating needs.

With an all-new table of contents and a newly-added index, referencing the specific topics of interest is easier and faster than ever!

INSIDER’S GUIDE TO OWNERSHIP & SUCCESSION PLANNING
Second Edition

Ensuring a successful transition requires an understanding of all the options available, careful preparation, and long-term planning. The second edition of the Insider’s Guide to Ownership & Succession Planning provides detailed information about the options available for ownership and succession planning, in addition to real-life examples of firms – both large and small – that have successfully made the transition.

Author and industry veteran George Christodoulo shows you how to take control of your firm’s destiny and ensure a successful ownership transition.

VISIT THE SITE FOR PRICES AND COMPLETE LIST OF PUBLICATIONS
zweiggroup.com/books/
In the post-Great Recession economy, A/E/P and environmental consulting firms are having to find ways to cut costs while standing out against the competition. How can you do this effectively? One tactic some firms have used is to develop a robust board of directors to guide strategic thinking and planning at the firm.

The successful management of projects in today’s challenging A/E environment is a science that has been practiced over the years by the best project managers in the A/E/P and environmental consulting industry. These managers identify clients’ expectations, set achievable goals, assign resources, oversee and control logistics like schedule and budget, monitor and evaluate progress, anticipate problems, and offer creative solutions.

Whether you’re looking to buy or sell, put the insights of merger and acquisition veterans to work for you with Zweig Group’s Guide to Mergers & Acquisitions for the A/E/P & Environmental Consulting Industry! This comprehensive publication draws on the experience of M&A advisors, attorneys, and CEOs of firms that have been through the process and includes several informative interviews, articles, and case studies.
The Zweig Group Hot Firm and A/E Industry Awards Conference is the industry’s largest and most comprehensive business conference for leaders and aspiring leaders of AEC firms in the US. The conference agenda includes topics on technology, leadership challenges, business planning, marketing methods, recruiting and retention, and growth strategies. The success stories of Zweig Group award winners are shared at the event, along with a variety of speakers from a range of industries, all guaranteed to challenge and inspire you to achieve even greater success.

Melissa Swann
mswann@zweiggroup.com
Direct: 479.856.6251
Mobile: 479.305.3357
Being a sponsor of the Hot Firm and A/E Industry Awards Conference offers exclusivity and opportunity. Our event designers are intentional in creating a tremendously positive environment of success and performance. Attendees are largely decision makers and C-level officers of the most successful companies in the AEC industry. These companies are investing in their growth and are open to new ideas for creating higher levels of performance.

*Hot Firm award winners. Awards winning attendees include the Hot Firms, Best Firms to Work For, and Marketing Excellence Award winners. Typical attendees include CEOs, COOs, HR directors, marketers, principals, project managers, members of the press, and anyone associated with or interested in the architecture, engineering, planning, construction, or environmental consulting industry.
HOT FIRM
For over 20 years the Zweig Group Hot Firm List has recognized the 100 fastest-growing architecture, engineering, planning, and environmental consulting firms in the United States.

BEST FIRMS TO WORK FOR
The Best Firms to Work For award recognizes the top architecture, structural engineering, civil engineering, environmental, geotechnical, landscape architecture/planning, and multidiscipline firms in the US and Canada based on their workplace practices, employee benefits, employee retention rates, and much more.

MARKETING EXCELLENCE
Zweig Group’s Marketing Excellence Awards recognize outstanding and effective marketing in our industry.

JERRY ALLEN COURAGE IN LEADERSHIP
The Jerry Allen Courage in Leadership Award is given each year to someone who has made a tremendous impact on the company through courageous leadership.

TRIFECTA AWARD
The Trifecta Award recognizes the select group of exceptional award winners who have received Hot Firm, Best Firms to Work For, Marketing Excellence, and Jerry Allen Courage in Leadership awards in the same year. To qualify, you must enter and win in at least one category for each award. There is no additional charge for winning a Trifecta Award.
Zweig Group offers four awards programs specifically focused on architecture, engineering, planning, and environmental consulting firm achievement. Each award has a different focus; marketing excellence, overall firm success, best workplace practices, and outstanding leadership. The Trifecta Award is given to firms who win a Marketing Excellence, Best Firms To Work For and Hot Firm Award.

Kyle Ahern
kahern@zweiggroup.com
Direct: 479.435.6519
Mobile: 913.908.1566