BRAND STRATEGY · SEPTEMBER 2026

[CONSTRUCT]

and Steven Michelman

Our recommended position, ethos, message, and content strategy for CONSTRUCT, and for the name that sells it. The thinking behind each call, and what it sets up.

What's in this deck

Each section starts with what you said, then what we recommend and why.

01 **Foundation**
The tension, what we heard, the career arc, and the three goals

02 **Audience**
The one reader who calls, and the two who listen in

03 **Positioning & ethos**
The line a stranger repeats, split into two tracks, the discoverer archetype behind them, six beliefs, CONSTRUCT's own values, where the practice is headed, what it delivers, and the edges it won't cross

04 **Expression**
How CONSTRUCT sounds, what it never sounds like, and how it should feel

05 **Content & activation**
Five pillars, the channel priority, the offer architecture, a referral loop, and what happens next

You cannot yet explain what you *build*

You've spent thirty years turning "that's impossible" into working machinery for Disney, Cirque du Soleil, and Royal Caribbean. One sentence about what CONSTRUCT does still stops you cold.

THE TENSION

Your team can build anything, but still cannot name what it builds in one sentence

YOUR WORDS

"It's always been my short ball... talking about what I do. And if somebody asks me, *what's your company about?* I just fumble through it."

What we heard, and what it means for the strategy

Four findings, each pointing at a call made later.

DISCOVERY IS THE METHOD

"We work with them to help them find the right answer."

→ The position centers on partnership.

VISIBILITY IS THE GAP

"Like an umbrella, people take us out when it's raining... we weren't often considered as part of the process"

→ A visible brand keeps you top of mind before the next call.

CATEGORY CLICHÉS STAY OUT

"I never want to use that in any of my stuff." Said the moment "making the impossible possible" came up.

→ Expression comes from what you say. The claim is true of the work; only the phrasing is off-limits.

THE COMPANY LEADS, AND YOU'RE PART OF IT

"My thought is the company and then I'm a part of that, not so much Steven... right now, it's really me and the company."

→ CONSTRUCT carries the site. Your name carries LinkedIn and the newsletter.

YOUR WORDS

"Asking for help is not really a good skill of mine."

Thirty years in eight steps

The line: take it apart, see how it works, then build what isn't there yet, from your father's shop to CONSTRUCT.

THE START

Ithaca College, 1987-1991

A welded bike before this. Exploratory, then theater. Dean's List every semester after a 1.7.

THE APPRENTICESHIP

Penn State, then Cirque's "O," Bellagio

A mentor's move to Vegas becomes yours, at a scale nothing matched.

THE CRAFT

Mandalay Bay ticketing, then Technical Director on "O"

Build its rescue and safety protocols.

THE TRADE

Fisher Technical Services

Design Disney's Tinkerbell-flight installation at Disneyland.

THE FIRST COMPANY

Found Entertainment Project Services, 2007

Serve Disney and Royal Caribbean.

THE CLOSE

EPS's chapter

The business closes. Most of its work comes with you to CONSTRUCT.

NOW

Found CONSTRUCT LLC

Four Disney groups, Royal Caribbean, and Six Flags on the books. Smaller, referral based, R&D you love, plus cruise-ship maintenance.

NEXT

This engagement

Three goals: identity, leverage, story

The three goals from the kickoff call, in your own numbering. Identity first, because it produces the other two.

IDENTITY

The first goal:

Elevate and professionalize your personal and company brand identity for CONSTRUCT, making it more elegant, modern, and cohesive.

LEVERAGE

The second goal:

Use that identity to gain more leverage by communicating your message more clearly, both with your team internally and with stakeholders externally.

STORY

The third goal:

Present a strong story that represents your present and future, using your past as substance to create buy-in and show your differentiation.

Not a goal: a bigger sales team, or a marketing campaign detached from how you actually talk.

Who this is for

One reader decides. Two more listen in and refer.



THE FIRST CALL · DECIDES

The producer, technical director, or production manager (inside Disney, Royal Caribbean, or Six Flags) with an idea and no scope yet. He calls before anyone else knows what the project is.



REFERS · COMPOUNDS

Past colleagues and creative contacts across the industry, the kind who text you a project directly. This is how most of CONSTRUCT's work arrives today, with no referral system behind it yet. A concept for one is on slide 22.



SMALLER BUCKET · NEW GROUND

Operators outside themed entertainment entirely, working the same problem in a different industry: turning a novel physical idea into something safe to build. The vocabulary gets translated for each one, with a keyword list built per industry as its own deliverable.



Enter Steven Michelman

CONSTRUCT carries the credibility. Steven is the human side of it: the person a producer texts when a project is still an idea, and the reason most of the work arrives by referral.

FOUNDER · BUILDER

Founder, CONSTRUCT LLC, Henderson, Nevada. Custom equipment, machinery, and prototypes for entertainment, with four Disney groups, Royal Caribbean, and Six Flags on the books today.

One position, carried on two tracks

The line above works because it runs both ways: as CONSTRUCT, and as you.

CONSTRUCT, THE COMPANY

The team a producer calls when the idea has no shape yet.

With current work for four parts of Disney (R&D, the maintenance team, Disney Cruise Line, and the show division of Disney Entertainment), plus Royal Caribbean and Six Flags.

YOU, THE OPERATOR

The maker who has never stopped taking things apart to see how they work, now aiming decades of craft at smaller, more chosen problems.

This track travels past any one company. Your call on Aug 27: the company first, you as part of it, with room to split later.

NAMES TO CONFIRM

CONSTRUCT today: Disney R&D · Disney maintenance · Disney Cruise Line · Disney Entertainment (show division) · Royal Caribbean · Six Flags From the EPS deck, cleared Sep 2: Walt Disney Imagineering, Disney Cruise Line, Royal Caribbean, and most of the rest of that logo wall (one waved off on Sep 2; confirm which) Your own résumé: Cirque du Soleil's "O" at Bellagio · Mandalay Bay · Disneyland · The Venetian · Epcot

The *discoverer*, working as a builder

The way you already describe how you work.

THE DISCOVERER, OR THE CREATIVE THERAPIST

The creative therapist, in the name you liked on the call. The need gets understood first, then the answer gets built with the client in the room. Said about your father's inventing, and where you think you got it: "it's more *see a need, fill a need*, kind of a thing."

THE BUILDER

What discovery finds, your hands finish. Decades of physical craft behind every build.

THE OTHER WAY, SEEN UP CLOSE

Built against the opposite model, one you saw at a job years ago. The next slide carries the words for it.

YOUR WORDS

"In my head, I'm thinking of it as like a therapist almost. People call and share their problem, and then we help them through it."

The beliefs that drive how CONSTRUCT works

Six convictions, each with its own receipt in your own words.

DISCOVERY BEFORE DICTATION

Every project starts by understanding the need. The answer gets built with the client, in the room.

LEAN INTO YES

"I lean into the yes, how do we make this happen?"

EVERY IDEA GETS TESTED

"Tell me if my idea sucks"

WE DO THIS TOGETHER

You once worked with someone whose line was "you could do it my way, or you could do it my way mad." CONSTRUCT was built to run the other way.

PLAIN LANGUAGE, COMPLICATED WORK

"We don't do a lot of simple things here," but the language stays plain, never condescending and never vague about the work. How deep a project goes isn't known at the start, so the words don't promise it. A former client's line, still how you look at it: "if it was easy, anybody can do it."

PEOPLE FEEL HEARD

You make sure "everybody has a voice" on every project.

YOUR WORDS

"I like people to be heard, and I like people to be happy, and I like people to have a space that they can say they're not happy"

CONSTRUCT's core values

Word for word from the Brand Style & Messaging Guide, July 2026. The six beliefs build on these.

Innovate

We solve problems thoughtfully and intentionally.

Deliver

We follow through with consistency and excellence.

Care

We devote ourselves to every detail.

Support

We succeed together.

BRAND PROMISE

"We listen. Then we get to work."

WE BELIEVE

"The best ideas surface where it is safe to be wrong."

GUIDE PILLARS

Take On Never Been Done · Bring Joy to the Process · Do Whatever It Takes · Solve It Together · Built to Work in the Real World

Your own read on them, Sep 1: "They're not super exciting, and that's intentional. We're down at the root of what it is."

WHAT CHANGED FROM EPS TO CONSTRUCT

"I definitely leaned more into being curious than being judgmental."

"I think that's a big difference, is allowing mistakes to happen, allowing people to learn."

Both from Aug 26. The second is already half there in "safe to be wrong"; the first belongs in the guide too.

Vision and mission

Where CONSTRUCT is headed and what pays for it.

WHERE IT'S HEADED

A referral-based project practice for the work you find most alive: discovery before design, design before build, for producers who call before a project has a shape.

WHAT FUNDS IT

Specialized equipment support, the steady maintenance and inspection work that arrives without a single sales call, funding the interesting work alongside it.

What gets built, before any company name attaches

Strip the name away, and the offer still holds.

THE OFFER

A producer with an idea and no clear way to build it gets one team, start to finish: the questions, the engineering and drawings, the proof-of-concept builds and the finished machinery, built and tested in the Henderson shop, the install, and support to keep it running. Rigging and flying effects, show action equipment (SAE), show automation, custom mechanisms, and shells somebody else designed, filled with the structure and motion that make them *work*.

SAME OFFER, NEW NAME

When EPS closed, most of the work followed you to CONSTRUCT. Clients were buying the way you work and the team, more than the name on the proposal.

Start with what we're trying to *achieve*

This is how you've worked for years. Four steps in the order you run them, plus one that's optional.

THE STEPS

01
What are we trying to achieve?

02
Discover what they want

03
Design it

04
Build it

05
Maintain it (optional)

The shop is part of discovery and design too: mock-ups and proof-of-concept builds happen before a design is locked. Installation sits inside build.

A client can come in at any step: retrofit, inspection, and support work all start mid-sequence. The four core offerings are on slide 21.

PROVEN ON CURRENT WORK

This is how the current builds run: the food pod for Disney, the ship inspection that found an alternative to the client's proposed repair, and the Royal Caribbean support work that opened a new creative conversation. Older credits stay on the career arc.

YOUR WORDS

"I really focus on *what is it we're trying to achieve?* And kind of come backwards into how we achieve it."

One message, three ways it proves itself

The line a stranger could already repeat back, then what backs it up.

01 · DISCOVERY BEFORE DICTATION

Every project starts with what a client needs. The menu comes after.

PROOF: A MODEL BUILT TO DISCOVER FIRST.

02 · PROVEN AT SCALE

Four Disney groups, Royal Caribbean, and Six Flags on the books today, with thirty years of craft behind it.

PROOF: THE WORK ON THE BOOKS, THEN THE CAREER ARC.

03 · BUILT TO OUTLAST ANY ONE PROJECT

Referral-based work, plus a maintenance engine that arrives without a single sales call.

PROOF: THE PRACTICE'S OWN ECONOMICS.

The edges of this brand, and what it refuses to be

The edges, held without exception.

THIS BRAND IS

Discovers before building
You understand the need first, then propose the build.

Direct with people
You tell a client plainly why an idea won't work, and what will.

Proven on today's work
Four Disney groups, Royal Caribbean, and Six Flags now, with a thirty-year career behind it.

On your own terms
A return to building, at the pace you choose.

THIS BRAND IS NOT

Category clichés
"Making the impossible possible," "concept to reality." True of the work, off-limits as phrasing. The second was the old company's line.

A Fortune 500 corporate voice
Never a category voice.

An unconfirmed credential
No client, project, or amount named without your word.

A broad equipment catalog
One offer proven at a time. The hoist stays gated because no buyer has asked for it yet, and the team you described stays small.

HARD LINES Four more hard lines are held by content, not stated here: a health matter, a former-stakeholders matter, a family matter, and a third party characterized in private.

You talk the same way you write

Short, concrete sentences, with a floor under them: never condescending, never vague about the work. You'd rather sound like yourself than sound impressive to anyone.

SOUNDS LIKE YOU

"let's stay away from that for a minute and just talk about why it won't work"

"here's what I think I heard you say"

"no two projects are the same in what we do"

"it might not be how you're imagining it, but we can give you a result that will work for you"

DOES NOT SOUND LIKE YOU

CATEGORY CLICHÉS

/ "Making the impossible possible"
/ "Concept to reality" (the old company's line)
/ "We don't fight clients. We invite them."
True of the work. Only the phrasing is off-limits.

INVENTED FOR CONTRAST, NEVER PUBLISHED AS YOURS

/ "We are thrilled to turn your wildest ideas into reality."
/ "Leveraging decades of world-class expertise, we deliver innovative solutions."
/ "Thrilled and humbled to announce our latest build!"

HOW IT SHOULD FEEL, IN YOUR WORDS FROM THE DESIGN REVIEW

"I don't want it to seem like we're a construction company… I don't want us to seem like we're only right angles." / "Inviting is more of the word than playful." / "…who we are, which is easy to work with."

CREDIBILITY TERMS

"Show action equipment (SAE)" is the model: an industry term that tells a producer you know the work without going deeper. Mid-level terms like it belong in live calls and on the site. LinkedIn and the newsletter stay top-of-funnel.

Five subjects, drawn from the work you have done

Teach the discovery-before-scope method from real work, at a steady pace, building trust.

01	What are we trying to achieve?	Your own discovery method, in your own words. Yours because it starts every real project with you.	NEWSLETTER · LINKEDIN
02	Your story	Your career arc as the human side of the company, told so it lands back on how CONSTRUCT works today. Yours because it is the pattern that runs CONSTRUCT.	LINKEDIN · LONG-FORM
03	The inner workings	Case-style stories from current builds, run through discovery, design, and build, with the NDAs turned into a device: blurred images, redacted names. "Even though you might not see a nut or a bolt, it's still the inner workings of something that is seen." The direct answer to "what have you done lately." Yours because it is what the practice sells.	LINKEDIN · REFERRAL-FACING
04	Say the hard thing early	How CONSTRUCT runs day to day: candid inside the team, and honest with a client about why an idea won't work. Yours because you defend it on tape.	LINKEDIN
05	The work nobody sees	Cruise-ship maintenance, the reliable engine behind the flashier builds. Yours because it funds the interesting work.	LINKEDIN · REFERRAL-FACING

LinkedIn and the newsletter, *together*, to stay top of mind

One keeps you in front of the people who call. The other gives them your perspective. The site is where a referral lands to confirm what you do.

LinkedIn WEEKLY	Your own profile, quietly updated and rarely posted from until now. The room where the producer who calls you already looks. Keeps CONSTRUCT top of mind between projects.
Newsletter MONTHLY	Your perspective, in your voice, in their inbox once a month, so it persists past whatever you build next. The name is still open, and it's part of the onboarding scope already agreed.
CONSTRUCT's own site THE DURABLE HOME	Rebuilt from this strategy, in third person, the first place a referral lands to confirm what you do. The only site in scope.

OFF SCREEN, WHAT THIS ASKS OF YOU

Keep a working CRM. Odoo is fine for now. Every lead and every project stage goes in it, so follow-up doesn't live in your head.

Stay in touch with leads and past clients between projects, the way you already text your Disney contact. A check-in at a time, without making it about business.

Shape the content around those leads. The questions they ask, the projects forming, the thing you'd say on a first call. That becomes the posts and the issues.

Four core *offerings*

One on the project side. Three on the support side, run as a loop: inspection, retrofit, maintenance, next inspection.

PROJECT SIDE

01

Custom development & build

For a producer, technical director, or production manager with an idea and no defined scope yet.

A first conversation, a day or two of thinking, and a ROM come free. Development (drawings, models, proof-of-concept builds) is scoped and paid. Fabrication and installation follow as their own phase.

SUPPORT SIDE · THE LOOP

02

Inspection

For venue operators and technical teams with equipment that runs a show and needs a qualified look, acrobatic rigging and ship equipment included.

The way in on the support side, and the diagnosis for what follows. Report only, report plus parts, or report plus the repair.

→

03

Equipment retrofit & improvement

For an existing system that has become unreliable, hard to service, or wrong for how it is used today.

Often what an inspection finds. A scoped improvement plan, then the work.

→

04

Specialized equipment support

For a venue operator whose own team cannot maintain what runs their show.

A standing maintenance arrangement, written around the actual equipment, the access CONSTRUCT gets, and when the work can happen.

↺ BACK TO THE NEXT INSPECTION. CLIENTS CAN ALSO COME IN AT RETROFIT OR MAINTENANCE.

WHERE THE LINE IS, TO MARK UP

Free: the first conversation, a day or two of thinking, a sketch, and a ROM, enough for both sides to decide whether to engage. Paid: the work that answers whether and how to build, and anything a client could take elsewhere: drawings, models, proof-of-concept builds.

WHY DESIGN AND BUILD SIT TOGETHER, IN YOUR ACCOUNT OF WHAT CLIENTS SAID

"We don't want to have to contract five people to build one thing. We want to go to one source."

ALSO TRUE, LIGHTER ON THE SITE

Formal RFPs still get answered when they come. Owner-direct, sole-source work is the preference, and what the site is written for.

A referral *loop* behind the work that already arrives

Nothing is set up behind referrals today, and you said follow-up after a project ends is where CONSTRUCT could be better. A concept to react to, in four steps.

01

Close-out note

At handover, one page to the client: what got built, how to keep it running, and what CONSTRUCT would take on next.

02

90-day check-in

A text or a call three months after handover. How is it running, what's forming. The way you already text your Disney contact, without making it about business.

03

One-line ask

Said out loud at the check-in: "who else is working on something like this?" Backed by a two-line note about CONSTRUCT they can forward.

04

Thank-you from the shop

When an intro turns into work, something you made rather than a fee: a laser-cut C with a handwritten note. Independent colleagues could also get a credit on their next scope, if Bryan prices it.

GUARDRAIL

Contacts inside Disney, Royal Caribbean, and Six Flags usually can't accept payment for a referral. Any paid arrangement needs commercial approval and a check against each client's rules (product architecture, Sep 7). No percentage is proposed here.

What happens next, once this call ends

Five workstreams, starting now.

01 · HOMEPAGE COPY

Homepage copy, drawn from the pillars and the verified arc, written in your own register throughout.

02 · DESIGN

The visual identity, built out from this file's brand system, the palette, the type, and the chrome already specified here.

03 · NEWSLETTER NAME AND PLATFORM SETUP

Pick the name, choose the platform, and set it up with your contact list export, so the first issue is ready once the site is live.

04 · HOMEPAGE DESIGN

The homepage design with the approved copy in place, so you see the words and the visual system together the first time.

05 · PROOF FROM CURRENT WORK

A 30-minute call per current project, one case record each, facts confirmed by the client before anything goes public. This retires the older stories.

"Strategy is a set of choices about what to do, and just as much, *what to refuse*."