

## Bartlett Cocke General Contractors Case Study

### ABOUT THE BRAND:

Bartlett Cocke General Contractors is a 55-year-old, employee-owned construction company headquartered in San Antonio, Texas with offices in the Austin, Houston, and Dallas metro areas. The company is well-known in the industry for quality work, teamwork, strong project management and fair pricing, especially in the education construction sector. Bartlett's recent projects break down to 40% K-12 education, 40% higher education, 15% medical, and 5% industrial. For most of these projects, ranging from \$10-100 million, Bartlett serves as the Construction Manager (CM) at Risk.



### CHALLENGE:

The company is coming off their best year with gross revenue at \$450 million, and they expect to follow that with a \$600-million year [based on their stated back log]. The company wanted an objective, outsider's second opinion on their marketing efforts, as well as suggestions for increasing and improving their brand exposure in their newer geographic markets (Houston and Dallas).

### SOLUTION:

Bartlett Cocke engaged The Brand Constructors to conduct a Brand Base Audit of their brand, brand community, and current marketing toolkit. This audit included surveying team members; an extended visit to their corporate office; personal interviews with the executive team; surveying clients, architects, and subcontractors; reviewing their marketing toolkit, and a competitive analysis.

### RESULTS:

Our surveys and research confirmed their quality reputation in the build industry and with their clients. Bartlett is the preferred contractor-of-choice for many subcontractors because of their fair treatment, on-time payment history, team mentality, and their emphasis on professionalism. Overall, they are a good contractor, which does good work and has good marketing. However, we identified opportunities that, if acted on, would help them "take it to another level." These actions would allow them to command larger profit margins on certain projects by being the preferred contractor-of-choice because of their added-value expertise and experience.

To do this, we suggested they develop a robust and segmented marketing budget, plan, and brand marketing calendar. This plan would account for each of their locations and market sectors, as well as their employee recruitment and retention needs. By further segmenting their marketing efforts, especially online, Bartlett can position itself as the expert in each market sector they target without alienating their other markets. We suggested they use an online lead scoring and marketing automation system to track ROI of specific campaigns.

We also suggested further development and expansion of their internal branding initiatives to perpetuate their "BC Way" culture. They have been very successful in establishing the BC Way in their San Antonio headquarters, but have experienced some challenges with immersion in their newer, less established geographic markets. By spreading their unique BC Way culture across their various geographic locations, they have a significantly better chance of delivering and maintaining a consistent construction customer experience.