



HGA

Case Study

Growth Strategy:
Taking an Architecture/
Engineering firm from
\$142M to \$222M annually
while achieving a 40%
increase in ROI on
marketing.

approved by HGA 10/18/24



ON YOUR
MARKET
SET-GO



Marlboro Music Reich Hall
2023 AIA Honor Award
2023 AEI Best Overall Project under \$100M
Photographer: Albert Vecerka

A national interdisciplinary design firm committed to making a positive, lasting impact for their clients and communities through research-based, holistic solutions. HGA believes great design requires a sense of curiosity, forming deep insight into clients, their contexts, and the human condition. They are a collective of 1,200 architects, engineers, interior designers, planners, researchers, and strategists. Their practice spans multiple markets, including science and technology, corporate, cultural, education, local and federal government, and healthcare.

THE CHALLENGE

Working with the CEO, we needed to identify specific goals and actions to implement a new firmwide strategy. Key to success was the ability to connect the strategy consistently across eight offices and four market sectors. A priority was connecting the marketing team with sector leadership nationally and to move away from the inefficiencies caused by siloed behavior. We needed to formally structure national expectations and keep leadership accountable in a way that supported the most significant growth of the firm in its history. Thus far, that growth has been sustainable.

THE SOLUTION

As the CMO, I identified opportunities and solutions to professionalize their marketing:

- ▶ Developed a clear marketing strategy aligned with growth goals, ensuring consistency across marketing and business development
- ▶ Established a process for ongoing market research, helping the firm stay ahead of trends and adapt to industry changes
- ▶ Guided growth initiatives through the Planning Committee and Board of Directors ensuring alignment with broader business goals
- ▶ Worked with Operations and Finance to improve the marketing budget and planning cycle, making spending more strategic and efficient
- ▶ Built a strong marketing, communications, and business development team with proven systems and processes to ensure consistent results and avoid burnout
- ▶ Mentored Marketing Directors and Managers on strategic planning, fostering ownership and execution of detailed marketing plans
- ▶ Collaborated with the Learning & Development Director to improve seller-doers' skills, leading to record-setting financial performance

Now, HGA is winning as a truly national firm. They are managing a clear strategy to achieve their vision, they're leveraging the wins and award recognition to draw in top talent, and their Marketing, Communications, and Business Development teams are structured, scalable, and effective.



Westwood Hills Nature Center
2023 AIA COTE Award
2022 ASHRAE Technology Award
Photographer: Peter Sieger

ON YOUR
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SET GO

THE BENEFITS

- ▶ Increase in annual NSR from \$142M to \$222M, HGA grew faster than their own projections and faster than their competitors
- ▶ 40% increase in ROI on marketing efforts, improving the firm's overall profitability
- ▶ Actively managed marketing spend to or below budget each year
- ▶ Set a record for the largest new project win in each market sector
- ▶ Developed new services and a focus in the S+T sector to align with client needs and changes to the market
- ▶ 3 acquisitions plus 2 new organic offices for access to talent and diversity in their geographies and market sectors
- ▶ Numerous national awards including 3 National AIA Honor Awards, 2 AIA COTE awards, 4 EDRA CORE, and The Most Innovative and The Best Overall Project for Architectural Engineering Institute
- ▶ Marketing, Communication, and Business Development team members were promoted to Associate, Senior Associate, or Shareholder every year

Jennifer is one of the most talented organizational thinkers and implementers I have ever worked with, I've learned so much in working with her. She's been a key leader in many strategic initiatives. Her leadership has improved the consistency, quality, and efficiency of our marketing tremendously.

-Tim Carl, Design Principal + Former CEO

**ARE YOU READY TO WIN MORE PROJECTS + ACCELERATE
GROWTH WITH STRATEGIC MARKETING LEADERSHIP?**

BOOK A CALL

ON YOUR
**MARKET
SET-GO**