



Perry-Martel International Inc.
200-440 Laurier Ave. West,
Ottawa, Ontario, Canada,
K1R 7X6

CASE STUDY

BILLION DOLLAR ROI: TRANSFORMATIVE HIRE FOR FAMILY-OWNED GENERAL CONTRACTOR

Company: CONFIDENTIAL

Position: Director of Public Relations & Marketing

Industry: Construction

CASE STUDY

A family-owned general contractor approached Perry-Martel in the early 1990's with a idea. They wanted to transition out of the unprofitable “rip-and-read business” into the design-build business. Having recently recruited their Vice President of MIS we discussed how they would evolve the business, and what specific skills they were missing.



CHALLENGE

With two generations of leaders often working in separate offices, the newly created role would need to guide business development initiatives across 10 disparate offices, simultaneously growing revenues and educating senior leaders across the business.

Because the role was new and the approach disruptive, it was important for our client that whomever we hired could influence the company's culture. **As well, experience with a diversified capabilities portfolio, consisting of ICI, office, high-rise residential, and mixed-use space, was mandatory.**



STRATEGY

As the company was going through a major transformation, its leaders were open to individuals with construction experience outside Canada. Required qualifications included: the ability to manage relationships with vendors, contractors, architects, attorneys, and financial institutions in addition to solid knowledge of construction and real estate development.

We knew only a handful of people with this skill set existed in Canada at the time. So, we started the search on two fronts – one national the other international. The research process began with a compilation of local and national GCs and then quickly expanded to include international GC and construction management firms in the USA, Europe, ASIA and the Middle East.

At the time, research was done manually by our cadre of research librarians who culled periodicals and industry directories by hand. There was no Internet which forced our recruiters to conduct phone research to determine the appropriate individuals at each firm to precisely target for the role. They identified those in a current executive role as well as up-and-comers.



RESULTS

Within three weeks, we recruited a director of Public Relations who had been involved in landing **Canary Wharf, Euro Disneyland, and the refurbishment of the Statue of Liberty** the prior year for a firm in London England.

The client interviewed the candidate within a week. One month and two interviews later, he accepted their offer of employment with the title, Director of Public Relations & Marketing and moved to Canada.

At the time of his joining, the client's revenues were approximately \$300 million. The executive we hired stayed and grew with the firm, retiring 26 years later as a divisional president.

At the time of his retirement, the firm had achieved \$3.4 billion in annual revenues. The ROI on the placement was 6.8 million percent - an Annualized ROI of 51.84%

PROCESS: THE INSIDE OUT APPROACH



NEEDS ANALYSIS



CAMPAIGN PREPARATION



TALENT ATTRACTION



TALENT ASSESSMENT



DEAL MAKING



ON-BOARDING



SUCCESS

STATS AT A GLANCE

CLIENT INFO

Name: **CONFIDENTIAL**

Industry: **Construction**

Role: **Director of Public Relations & Marketing**

SEARCH INFO

Candidates Contacted: **47**

Screening Interviews: **39**

Search Committee Interviews: **4**

Candidates Presented: **2**

Time to 1st Interview: **21 days**

Time to Offer: **60 days**

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