

JOURNEY ALLIANCE HELPED IMPROVE MCCULLAGH & SCOTT'S OPERATIONS, ENABLING 20% YEAR-OVER-YEAR REVENUE GROWTH

CASE STUDY

50%

less owner time spent on
daily problem solving

2-3X

revenue growth
vs. industry average



"Journey Alliance has been instrumental in helping us grow. Their support enabled us to achieve 20% year-over-year revenue growth, which is 2-3X the industry standard."

DAVID LENNON,

President, McCullagh & Scott



McCullagh & Scott is a complete Design/Build Developer and General Contractor that's served the state of Florida for over 35 years.

Highlights

Challenges

- Flat organization structure was slowing growth
- Loosely defined roles and responsibilities resulted in duplicated efforts
- Lack of clear SOPs led to inconsistencies

Solution

- Structural reorganization facilitates delegation and frees up leadership time
- Collaborative role clarity process helps each person understand responsibilities
- Established SOPs to clearly define the 'McCullagh & Scott way'

Results

- 50% less owner time spent on daily problem solving
- 20% YoY revenue growth
- Boost to team morale

CHALLENGES

Overcoming a 'small business' mentality

David Lennon, President of McCullagh & Scott, had built up a successful business. Since it opened its doors in 1987, the general contracting firm has designed and built a wide range of commercial facilities and developments across Florida.

But by 2020, David felt like company growth had plateaued.

"Frankly, we were at max capacity for the amount of workload we had unless we did some restructuring," he says.

The problem was scalability. Since its founding, McCullagh & Scott had been operating like a small business: everyone wore a lot of hats and reported directly to David. The team had a great collaborative attitude, but the business's structure wasn't operationally efficient.

"There was a lot of duplication of efforts. Good-willed people would jump in, resulting in two or three people working on the same problem. The division of labor didn't make sense," David reflects.

The flat structure had cost McCullagh & Scott in potential opportunities. Already at capacity, they had to pass on projects that otherwise might have been a great fit.

David wanted to transform McCullagh & Scott into a more efficient organization—one that could support rapid scaling.

That's why he partnered with Journey Alliance.

"Journey Alliance was willing to work with our team and where we were at to customize things to our needs. Many other organizations had a program that we had to stick with, no matter what. Journey Alliance was flexible to our needs."



“Our structure was inhibiting growth. We probably lost 8–10% of potential revenue growth due to missed opportunities.”

SOLUTION

Addressing underlying issues, not symptoms

David initially asked Journey Alliance to help McCullagh & Scott streamline its processes. But an assessment revealed that duplicated efforts were a symptom, not the core issue.

The true culprit was a lack of clarity surrounding standard operating procedures and individual roles. This resulted in misalignment—and it was eating up valuable time from team leaders across the organization.

For example, before Journey Alliance, nobody was responsible for warranty-related concerns specifically. This left already busy project managers to pick up the pieces.

The Journey Success Engine includes a **collaborative role clarity process**, which illuminated the issue and helped solve it. And they did this for every role within the organization.

David says, “Working with Journey Alliance, we codified job descriptions. This helped us realize we needed to bring on a warranty specialist. This greatly reduced the time burden on our current project managers, making them far more productive in their day-to-day activities.”

Journey Alliance worked closely with David and his team to restructure McCullagh & Scott's entire org chart, solidify job descriptions, and simplify day-to-day task management.

Building out sustainable processes

Journey Alliance also helped add day-to-day clarity by establishing and codifying Standard Operating Procedures (SOPs) that anyone in the company could use to solve issues.

The Journey team **worked one-on-one** with McCullagh & Scott's leaders to understand priorities and build out this documentation. They also helped McCullagh & Scott put a system in place to create and update processes as needed.

David says, "One of the greatest leaps we made this past year is that all of our SOPs are now firmly in place. We finally have something that says, 'This is the McCullagh & Scott way.'"

Ongoing improvement and accountability

Journey Alliance is invested in McCullagh & Scott's long-term success. They set up **quarterly off-sites** and **annual planning sessions** to help guide overarching strategy, in addition to **daily huddles** and **weekly alignment calls** to track progress and resolve short term issues.

Journey Alliance didn't just meet with David, either. They set up **coaching sessions** with every leader to help support overall company goals and keep everyone aligned.

Not only has this helped David and his team keep themselves accountable on an individual level, but it's had a profound effect on McCullagh & Scott's company culture as a whole.

"Before, there was no system for checking in or making accountability public. Since working with Journey Alliance, it's now very much a part of our company culture that we hold each other accountable and strive to do better," David says.



"If you look at the before-and-after picture, the job descriptions and SOPs were game-changers for our daily operations."

RESULTS

More time on strategy, less time solving issues

Unknown to Journey Alliance, the McCullagh & Scott team had set an ultimatum at the beginning of the engagement. If they didn't see results within 90 days, they were going to quit.

David says, "Some of us didn't think an outside firm could get up to speed on what we were doing and have an intelligent conversation on our particular business model. But within 90 days, everyone unanimously agreed that we'd made the right decision. It's been really, really good."

In their first three months together, Journey Alliance and McCullagh & Scott were able to successfully diagnose and break down a number of the barriers to success.

Team leaders began to carve out more time for themselves and are now able to focus on their top priorities more easily.

David says, "I now spend 50% less time solving tactical day-to-day issues, which allows me to focus on strategically growing the business. Specifically, I'm now free to attend more sales meetings—and help us close more deals."

Revenue growth beyond the industry average

Now, everyone at McCullagh & Scott is making a unified push instead of duplicating efforts. This has enabled growth, and played an important role in year-over-year revenue gains.

McCullagh & Scott went from \$10 million in 2020 to \$12 million in 2021. It's now on track to hit \$15 million in 2023.

"Journey Alliance has been instrumental in helping us grow. Their support is part of what enabled us to achieve 20% year-over-year revenue growth, which is 2–3X the industry standard," David says.

Laying groundwork for future success

Sustainable growth was the goal. Together, they achieved it. But David says the benefits extend beyond a dollar figure.

At the end of the day, the partnership has brought out the best in McCullagh & Scott. Morale has never been higher and the company is now able to scale with confidence.



**“Team morale is the highest it’s ever been,
and much of that is directly attributed to
Journey Alliance.”**



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HOW WE CAN HELP YOU.**

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