



EXPANDING FLEETWOOD & MCMULLAN'S REACH BEYOND THE HAMPTONS

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BACKGROUND ON OUR CLIENT

Fleetwood & McMullan (F&M) is an architectural firm based out of the Hamptons. The company has been operating in the area for over 30 years and has made a significant contribution to the landscape, constructing an average of 10 houses per year and performing interior remodeling for existing homes. The F&M team consists of 7 members, including two head architects, who work closely to deliver personalized designs for their clients.

INTRODUCTION

Over the past two months, Mega Mind Consulting has worked closely with Fleetwood & McMullan to understand and address the company's main communication challenges. Representatives of F&M expressed that they have historically attracted both clientele and personnel through referrals, and with the aid of its distinguished reputation within the Hamptons. Although this strategy has been effective locally, F&M is looking to expand its clientele and attract talent outside of its vicinity.

Through communication with our client, we identified two main challenges preventing F&M from achieving these goals:

- Internally: Word-of-mouth recruiting is not attracting enough young, talented architects to fill the routinely open vacancies within F&M.
- Externally: F&M has not historically acquired clients from avenues other than word of mouth, and is thus facing a downturn in the number of new construction contracts as opposed to renovation projects.

In this report, we will begin by further explaining these challenges and their effect on the success of the company, as well as introduce our strategy to addressing these challenges. The majority of the report will be dedicated to presenting the deliverables we have developed for F&M and explaining how they can be used to help F&M achieve its goals of expanding its clientele and attracting new talent.

CHALLENGES AND APPROACH

For the past 30 years, Fleetwood & McMullan (F&M) has relied on informal communication to attract its clientele and talent. Currently, the company is looking to expand its clientele to include those who are not yet familiar with the company name and attract talent outside of its vicinity to compensate for a high turnover rate for younger architects.

As we mentioned in the introduction, we identified two main challenges that are preventing F&M from realizing their goals of expansion: one internal and one external. Internally, F&M is experiencing difficulty in finding young, talented applicants to fill the periodically open spots for draftsmen. Externally, by relying on social and local circles to attract clientele, F&M has run into a decline of construction projects since the company has already constructed homes for the existing clientele.

Each of these problems are important because they are limiting F&M’s potential and productivity. As a small firm, F&M counts on every member of the firm to deliver excellent work to clients. F&M is currently struggling to find talented and experienced young professionals to replace two members of their team, so the internal challenge is of immediate importance to the company. Additionally, F&M’s area of specialty is in their design and construction. The firm wants to regain the bulk of its construction work so that it can maintain its reputation as the main architecture firm in the area. To do this, we must address F&M’s external challenge.

After thoroughly analyzing F&M’s internal and external challenges and their implications, our team has developed a three-pronged strategy to help F&M move forward towards their vision of expansion. All components are centered around expanding F&M’s reach and network and are intended to ultimately improve the quality of applicants, and attract new clientele.

1. Advertising Initiative
2. Recruitment Initiative
3. Social Media Platform

The first component is an advertising initiative aimed at spreading F&M’s reach beyond the Hamptons area. The second component is a recruitment effort that will establish F&M’s presence in nearby universities and broaden the pool of applicants that F&M can recruit from. Finally, the third component is the establishment of an active social media presence that will act as a communication point between F&M and potential clients as well as recruits.

ADVERTISING INITIATIVE

We are suggesting F&M partner with New York City area architecture and lifestyle bloggers to achieve a broader potential client base. We made the decision to shift our focus from area publications, and focus on a more budget-conscious alternative.

In our initial proposal, we developed a plan to advertise F&M’s services in area architecture and lifestyle publications. However, we quickly realized the enormous cost associated with advertising in any New York City publication. As F&M is a small firm, our team searched for advertising solutions, on a smaller budget. Willing to spend \$5,000 - \$10,000, for one, strong year, we decided to move away from the aforementioned publications, and focus on other methods of advertising. Below is a chart detailing the exact price ranges, considering both print and online, for each of the publications we reached out to. All prices represent a monthly or per-issue figure.

Publication	Price Range (Print)	Price Range (Digital)
New York Spaces	\$15,000 - 25,700	\$12,500 - \$17,500
Dwell	\$5,600 - \$7,000	\$3,500 - \$5,200
Metropolis	\$3,640 - \$5,500	\$1,500 - \$3,000
H C&G	\$6,600 - \$8,500	\$3,500 - \$5,000

Secondly, we looked into advertising with smaller, lesser-known publications in the NYC area however, F&M desired clientele are the types of consumers who purchase the large publications above, not the

smaller scale magazines. The smaller publications do not attract the same affluent buyer who is looking to building a second home. Our goal was to somehow reach this socioeconomic class, without investing as much capital as the magazines required.

OUR FINAL RECOMMENDATION

This research brought us to our final recommendation of creating partnerships with NYC and Hamptons-based architecture writers and bloggers. Most of these writers serve as freelance authors to the publications of which we initially targeted and create content based on their own opinions, or a small fee, for their own personal websites or to be featured on a publication’s website.

For the writers that have a blog of their own, in addition to their freelance contributions, the blog is typically associated with an Instagram upon which they post new content, daily. While these authors still charge a fee, the cost is generally >\$1,000 for a series of several posts.

We are suggesting a partnership between F&M and an area writer/blogger, who would post the following content:

- Post photos of F&M homes
- Share specific mini-stories of F&M design technique and history
- Tag F&M in all posts, driving users to the F&M social media platforms

These posts would all be created by the blogger and posted to their personal Instagram and blog. This would allow for an entire new subset of New York-based clientele to view, and fall in love with, the F&M brand. As all bloggers have a different amount of “reach,” price is very negotiable. Blog posts will often feature three – seven photos, a description of each, and then the company’s link to discover more about the brand the blogger is featuring. In addition, F&M may also benefit from an “Instagram Takeover,” in which an esteemed area blogger will take the responsibilities of the F&M Instagram posts for a period of time and add his or her own flare to the existing content, all in the hopes of bringing some of their followers to the F&M page.

Below is a list of area writers and bloggers we believe would be well suited for said partnerships.

Name	Position	Publication	Type of Publication	Contact
Diana Budds	Editor	Dwell	Magazine	dianabudds@gmail.com
	Senior Editor	Co.Design	Magazine	
Heather Clawson	Founder & Editor	Habitually Chic	Blog	habituallychic@gmail.com
Joanna Goddard	Founder & Editor	Cup of Jo	Blog	hello@cupofjo.com
Andrew Michler	Editor	Inhabitat	Magazine	amichler@inhabitat.com

RECRUITMENT INITIATIVE

Our recruitment initiative addresses the issue of finding new knowledgeable and capable employees. Local avenues to find new personnel usually either produce no results, or unacceptable candidates, and

thus establishing recruitment programs at universities with highly-ranked architecture programs will help improve the quality of the applicant pool.

Although establishing a recruitment program from the ground up requires a lot of effort, in the long-run, the benefits of this initiative will outweigh its costs. Bringing in new, young, and qualified talent on a consistent basis not only increases the overall quality of the applicant pool, but also combats the challenge of having to extensively train applicants who are less qualified, since these students will be coming in with a wider knowledge base.

Our goal was to provide F&M with the resources necessary to start establishing recruitment relationships with different schools, while still giving them the liberty to decide how exactly they want to design each respective program. We took the following steps to achieve our end-goal:

- Preparing a budget
 - Budget should include traveling costs, any fees owed to universities where recruiting will be taking place, compensation for recruiters, and possible promotional materials to hand out during recruitment.
- Finalizing list of top architecture schools for recruitment
 - Schools must also be within reasonable distance (no more than 6 hours by car) for traveling cost purposes.
- Contacting architecture programs of each school to investigate costs of recruitment privileges and learn about their own recruitment processes
 - At least for the first couple of trial phases of the recruitment program, begin recruiting at those schools where it is most cost-effective to do so.
- Assigning role of recruiter to at least 1 current employee
 - Consider how this employee will be compensated for these new responsibilities.

In order to direct our recruiting efforts towards schools that will give us the highest responses we have chosen Pratt, Rhode Island School of Design, Syracuse University, MIT, and Cornell. We chose these schools because of their proximity to Fleetwood & McMullan and based off of the fact that they are also highly ranked architecture schools. We believe that these schools hold the talent we are looking for as well as students familiar with the area around Fleetwood & McMullan. In addition to choosing these schools, we also had to determine which person in the company would take control of the recruitment process. We have decided that the second draftsman would be most fitting for this job because of his slightly lighter workload along with his extensive knowledge about the company.

We have created a comprehensive guide with all the information necessary to visit all five schools, as well as an accompanying budget, but we understand that it may be unrealistic or unnecessary to visit all of them during the year. There are several ways to get involved with these schools including free postings on their internal job sites, viewing students' portfolios online and participating in career fairs. The cost for these services varies from school to school, but the guide lists all of the information necessary to help Fleetwood & McMullan decide what is best for them at the time. We have designed the recruitment program to be flexible for you to decide what recruitment initiatives are best for the company based on financials, time and recruits needed.

RECRUITMENT BUDGET

Recruitment Budget						
Expenses	MIT	RISD	Cornell	Syracuse	Pratt	
Gas	\$ 100	\$ 50	\$ 150	\$ 120	\$ 60	
Other Transportation Costs (Ferries,tolls,etc.)	\$ 105	\$ 105	\$ 60	\$ 60	\$ 32	
Hotel Accommodations	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	
Food	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	
Career Fair Entry Fee	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	
Presentation Materials	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	
Hourly Wage	\$ 15	\$ 15	\$ 15	\$ 15	\$ 15	
TOTAL	\$ 1,320	\$ 1,270	\$ 1,325	\$ 1,295	\$ 1,207	

Assumptions/ Considerations
2-night length of stay at hotel
3 days total spent at university
Recruiter compensated an additional \$15 per hour, in addition to salary
F&M recruiter might choose not to attend career fair, and just use the university's other services, which are usually free of charge.

RECRUITMENT GUIDE

Fleetwood & McMullan Recruitment Guide



CORNELL UNIVERSITY

- Posting jobs and internships: On Cornell's job-posting service, Cornell Handshake, at no charge
 - Register for account at: <https://cornell.joinhandshake.com/register>
- Scheduling interviews
 - First, review Cornell's recruiting calendar, career fair schedule, and student employer deadlines associated with interview dates
 - Then, use online interview date request system
- Information sessions
- Career fairs and events
- Contact the following people for further assistance on developing a hiring strategy:
 - Demera Dentes, Senior Associate Director of Employer and Alumni Relations, (607) 225-7464
 - Rebecca Sparrow, Executive Director, (607) 225-2723

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

- Posting jobs and internships: On Career Bridge, their online career services tool
 - Register for an account at: <https://www.myinterfase.com/mit/employer/>
 - Each posting costs \$30 and is active for 90 days. If you need a longer duration, please email careerbridge@mit.edu, or call (617) 715-5327
 - See <https://gecd.mit.edu/employers/post-jobs-and-internships> for further internship recruitment opportunities
- Scheduling interviews – through Career Bridge
 - Fee to rent an interview room is \$125 per day, payable by credit card at the time of reservation
 - Interviews can be schedule between 8:45 am to 5:00 pm
- Company presentation, on-campus -
http://web.mit.edu/conferences/www/cpp/cpp_info.html
 - Recruitment presentation fee of \$335
 - Fill out company presentation request form:
<http://web.mit.edu/conferences/www/cpp/CP.shtml>
 - Contact Conference Services for further questions as co-recruitment@mit.edu, or (617) 253-1700
- Career fairs

- Registration for fall career fair opens in June
- Direct any questions to cf-directors@mit.edu
- Advertising - <https://gecd.mit.edu/employers/recruiting-policies-and-resources/advertise-mit>
- Digital signs, student newspaper, Career Development Handbook, digital display

PRATT INSTITUTE

- Posting jobs and internships: on Pratt Pro, their online job board
 - Register at: https://pratt-csm.symplicity.com/employers/?signin_tab=2
 - Contact Assistant Director for Experiential Education at career@pratt.edu with any questions about offering internships
- Portfolio reviews and exhibitions
 - Read Gateway, the community newsletter to stay informed of upcoming events, including exhibitions - <http://gateway.pratt.edu/>
 - View student portfolios at <http://portfolios.pratt.edu/>
- On-campus visits and events
 - Opportunity fairs, information sessions, on-site portfolio reviews and interviews, industry panels, professional development workshops, roundtable discussions
 - Contact Alex Fisher, Career Development and Customer Relations Coordinator, about these different opportunities – afish@pratt.edu

RHODE ISLAND SCHOOL OF DESIGN

- Posting jobs and internships: on Artworks, their exclusive job board
 - Register at: <https://www.myinterfase.com/artworks/contactregco.aspx>
- Portfolio reviews at their talent showcase - <http://www.risdcareers.com/careerprograms/portfolio-reviews/>
 - Held at the Rhode Island Convention Center, 700+ students from all disciplines, and 170+ companies and organizations each year
- Internship Connect, their internship fair: <http://www.internshipconnect.risd.edu/#!/employers/cnav>
 - \$25 fee for 1-3 reviewers per company and one table
 - \$50 fee for up to 6 reviewers per company and two tables
- On-campus recruiting and interviews: http://www.risdcareers.com/files/pdf/jobs_internships/OnCampusInterviewingAtRISD.pdf
- For further questions, see/ contact:
 - Employer brochure - http://www.risdcareers.com/files/pdf/jobs_internships/EmployerBrochure.pdf
 - risdcareers@risd.edu, (401) 454-6614
 - Susan Andersen, Associate Director, sanderse@risd.edu

SYRACUSE UNIVERSITY

- Posting jobs: on OrangeLink, their web-based recruiting system; no fee
 - Create account by logging into: <https://syr-csm.symplicity.com/employers/>
 - See quick start guide for more details: <http://careerservices.syr.edu/documents/orangelink-employer-quick-start-pdf>

- Contact Sue Clayton, Career Services Recruiting Coordinator, srclay01@syr.edu, or (315)443-2009
- Interviews
- Information sessions, meet and greets, presentations, pre-interview meetings
- Career fairs
- For further assistance contact the following:
 - careers@syr.edu, (315)443-9093
 - Susan Call, (315)443-9083

SOCIAL MEDIA INITIATIVES

To further bolster F&M's efforts to expand their name recognition beyond their current area, we recommend that F&M establishes a strong, interactive social media presence.

Social media's growing importance in the business world is unquestionable. The most successful companies across industries have jumped on the social media wave and expanded their marketing and advertisement effort to the various available social media platforms. Social media presents companies with an opportunity to create a sense of community with customers, reach new customers, and display a more personable side of the company. Additionally, social media plays an important role in customers' discovery and research about the products and services. According to a 2011 report published by Nielsen, the average American spends nearly one quarter of their online time on social media networks. Since the prominence of social media is only going to increase in the upcoming years, we believe it is crucial for F&M to create and maintain a social media presence for marketing, advertising and recruiting from now on.

When we began our work with F&M, we were informed that the company had already opened a Facebook account. The account, however, had not been updated in a long time.

For our client, we specifically recommend building a social media presence centered around 3 platforms: Facebook, Instagram, and LinkedIn. Together, we believe they can help F&M to improve its brand recognition and loyalty, to reach out more potential clients and talented recruits, and to showcase their previous work in a continuous and interactive way.

To guide F&M on how to establish a social media presence, we researched competitor activity and came up with two presentation styles that F&M could adopt for their social media profiles: a more classic approach and a creative approach. The classic style uses social media as a portfolio of services and products. The creative style takes a more liberal approach to social media and uses personal posts, industry appropriate updates to show the company's relevance, and other creative tools to build a relationship with users. We represented these two styles in mock Facebook and Instagram profiles and presented them to the F&M team.

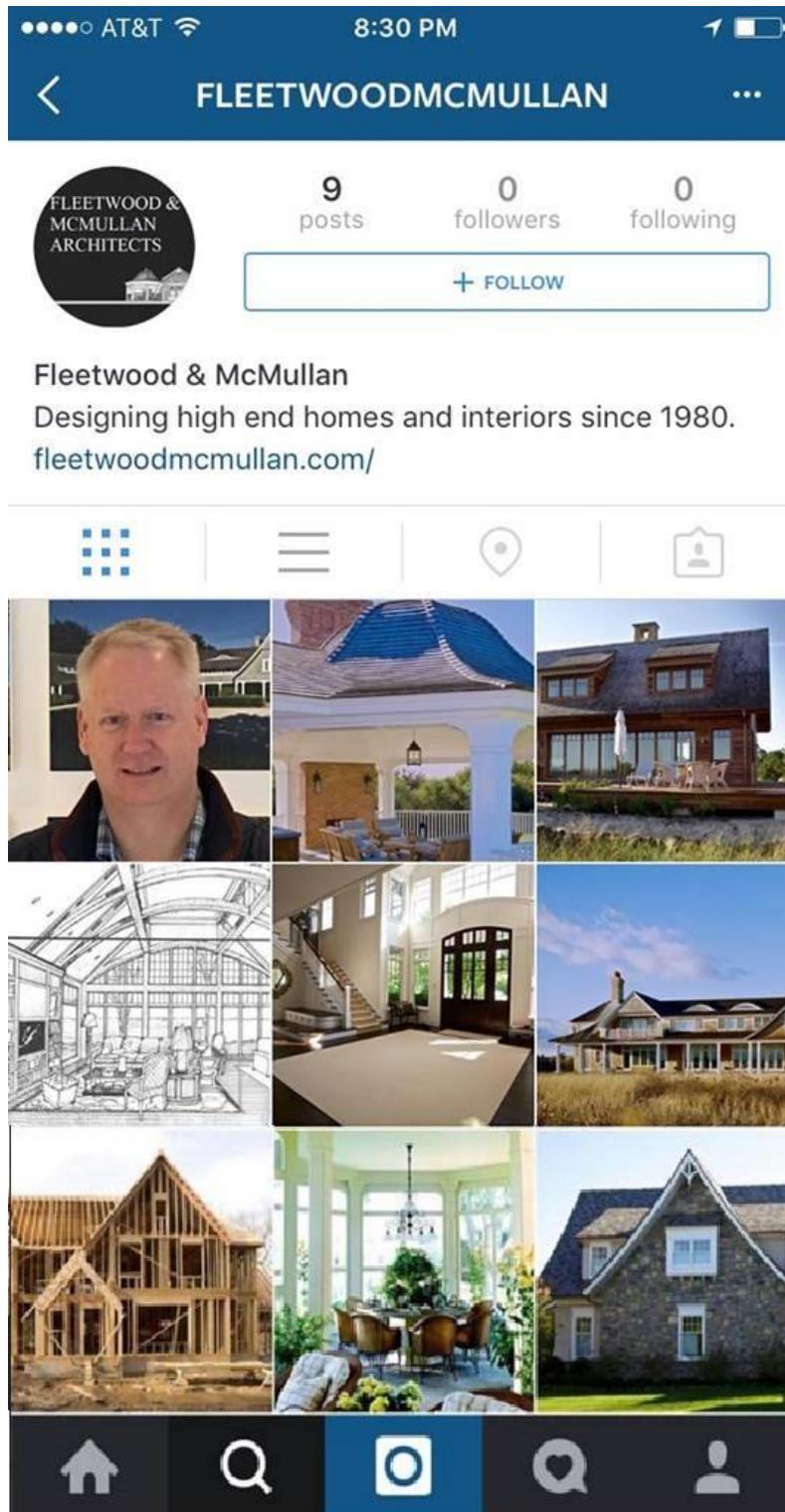
The F&M team decided that they would prefer to present themselves through the more creative social media style that would include more personally focused posts to interact with users, instead of just images of previous work. With this information, we created a content calendar for F&M with a suggested one-month layout of social media postings. The content calendar is intended to be a guide for whomever is in charge of the social media accounts; it lays out all the posts that should be scheduled throughout the month and includes a description of the types of posts intended for the different days so that the social media platforms take on a professional and consistent pattern. (See Appendix for content calendar and example profiles)

Finally, our team wanted to make sure that F&M's transition to a company with a social media presence is as smooth as possible. We recognized that maintaining a social media presence is a time consuming effort that demands consistency. To minimize the adjustment that F&M would have to undergo to establish themselves on social media, we recommend that F&M make use of a social media scheduling tool. Our team researched the different variations of the tools available on the market and concluded that the site Hootsuite would best suit F&M. The site allows companies to manage all of their social media accounts through one site and schedule hundreds of posts at a time, so that the creation of

content can be done in advance, and posts are ensured to be uploaded regularly. The cost of Hootsuite is \$10/month, a reasonable price that will not put our client's budget in danger.

Our intention is that with the provided tools, F&M can build its social media presence and weave it into their every-day operations. Ideally, one person on the F&M team would take on the role of Social Media manager and be responsible for populating the social media platforms consistently.

INSTAGRAM PAGE



FACEBOOK PAGE

Page Messages Notifications Publishing Tools Settings Help

FLEETWOOD & MCMULLAN ARCHITECTS
Fleetwood & McMullan
Architect

Add a Button Like Message

Timeline About Photos Reviews More

Search for posts on this Page

See Pages Feed
Posts from Pages you've liked as your Page

Invite friends to like this Page

Number of people you can reach within 25 miles of your business:
150,000 people
Promote Local Business

ABOUT

251 Pantigo Road
East Hampton, NY

(954) 881-0093

Add Hours

Add Price Range

http://fleetwoodmcmullan... Promote Website

PAGE TIPS

Verify Fleetwood & McMullan
No visitors to Fleetwood & McMullan this week. Verify your Page for free to attract more visitors.

Help People Take Action
Add a call-to-action button to the top of your Page.

What's a Boosted Post?
A boosted post is the easiest way to reach more people on Facebook.

See All Page Tips

PHOTOS

Status Photo / Video Event, Milestone +

Write something...

Fleetwood & McMullan shared Architecture & Design's post.
April 15 at 11:03am

Architecture & Design
April 12 at 9:00pm

The World's First Underwater Tennis Court Is Set To Be Built In Dubai

The World's First Underwater Tennis Court Is Set To Be Built In Dubai

Polish architect Krzysztof Kotala, from the '8 + 8 Concept Studio', has come up with a seriously ambitious project — an underwater tennis court. The tennis...

ARCHITECTUREDESIGN.NET

Like Comment Share

Fleetwood & McMullan
April 15 at 11:01am

The Architecture world lost a pioneer today.

Zaha Hadid, Groundbreaki...
nytimes.com
The Architecture world lost a pioneer today.

Boost Post

THIS WEEK
0 Website Clicks

Recent
2016

See Your Ad Here

CONTENT CALENDAR

Fleetwood & McMullan Social Media Content Calendar

2016		May				
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
25	26	27	28	29	30	01
02	03	04	05	06	07	08
09	10 FBM 15th Anniversary	11	12	13	14	15
16	17	18	19	20	21 Career Fair at X University	22
23	24	25	26	27	28	29
30	31	Notes:				

Fleetwood & McMullan Social Media
May-16



Week 1		
Monday	Instagram	Photograph of a previously completed home
	Facebook	Visual post (ie. Previously completed work, F&M team portrait, video)
Wednesday	Instagram	Photograph of finished interior work previously completed
Friday	Instagram	Creative post (ie. Materials close up, self-portrait, team photograph with quote, photograph of sketch or workplace)
	Facebook	Content post (ie. Article from relevant magazine, post on architecture/design, etc.)
	LinkedIn	Same content as published on Facebook
Week 2		
Monday	Instagram	Photograph of a previously completed home
	Facebook	Visual post (ie. Previously completed work, F&M team portrait, video)
Wednesday	Instagram	Photograph of finished interior work previously completed
Friday	Instagram	Creative post (ie. Materials close up, self-portrait, team photograph with quote, photograph of sketch or workplace)
	Facebook	Content post (ie. Article from relevant magazine, post on architecture/design, etc.)
	LinkedIn	Same content as published on Facebook
Week 3		
Monday	Instagram	Photograph of a previously completed home
	Facebook	Visual post (ie. Previously completed work, F&M team portrait, video)
Wednesday	Instagram	Photograph of finished interior work previously completed
Friday	Instagram	Creative post (ie. Materials close up, self-portrait, team photograph with quote, photograph of sketch or workplace)
	Facebook	Content post (ie. Article from relevant magazine, post on architecture/design, etc.)
	LinkedIn	Same content as published on Facebook
Week 4		
Monday	Instagram	Photograph of a previously completed home
	Facebook	Visual post (ie. Previously completed work, F&M team portrait, video)
Wednesday	Instagram	Photograph of finished interior work previously completed
Friday	Instagram	Creative post (ie. Materials close up, self-portrait, team photograph with quote, photograph of sketch or workplace)
	Facebook	Content post (ie. Article from relevant magazine, post on architecture/design, etc.)
	LinkedIn	Same content as published on Facebook
Special Posts		
Firm anniversary	Post on all social media accounts	
Seeking talent	Post on LinkedIn only	
Recruitment Events	Post on LinkedIn only	
Introduction of new member	Post on all social media accounts	
Holidays	Post on Facebook and Instagram	

CONCLUSION

F&M is facing strong internal and external communication challenges that are limiting its potential and productivity. During our time working with F&M, our team has taken the time to research and understand the firm's challenges, put together a thought out and feasible tri-fold plan of action to address the challenges, and create deliverables that will facilitate F&M's implementation of our recommendations. We sincerely hope that F&M will consider our recommendations to address these communication challenges. With them, we are confident that F&M will be able to accomplish their goal of expanding their reach beyond their area and attain more work in their specialty.