

Scaling with Determination

CASE STUDY

Collaboration's Engagement with Anderson Burton Construction Company



www.Collaboration-LLC.com



The Anderson Burton Construction Company is a fascinating case of a mother-son partnership that has grown from humble beginnings into a multi-million-dollar construction company. Founded in California by Joni Anderson and Fletcher Burton, the company began as a modest house-flipping operation. Their commitment to supporting their family, learning the trade by observing professionals, and hiring a team who shared their passion for construction paved the way for exponential, international growth. From overcoming the scalability limits of the company’s initial infrastructure to completely rebuilding after the 2008 recession unexpectedly limited their project opportunities, Anderson Burton’s success didn’t come without challenges.

This case study provides a compelling example of how proper leadership and infrastructure can enable a company not only to survive - but even thrive – in the face of adversity. It demonstrates the critical role that owners’ determination and Collaboration’s methodology can play both in supporting businesses during challenging times and in continually stewarding success.

“We went over scenarios of what we could do, where we needed to pull back, and where we needed to put our efforts. In doing that, Collaboration walked us through some of the hardest times in our company.”

*Joni Anderson, President
Anderson Burton Construction*

ANDERSON BURTON

Construction, Inc.

to inspire

to educate

to empower

THE CHALLENGE

Struggle to Scale

In the early 2000's, Joni and Fletcher originally came to Collaboration struggling to scale the business. Anderson Burton developed initial success through dedication to leveraging a positive company culture and a strategic understanding of when to take risks and when to play it safe. However, while that approach effectively started the business, it wasn't enough to scale the company to the place Joni and Fletcher envisioned. When they realized they needed to make a shift, they approached Collaboration for help.

Through a discovery process, our team worked closely with Joni and Fletcher to understand their needs and develop a customized plan to address their barriers to growth. The plan led to an engagement that included strategic components such as educating the company on sales strategy and goal setting, as well as tactical components such as defining financial and operational key performance indicators and implementing the systems and reporting structures needed to track them effectively. That initial engagement effectively created the foundation Anderson Burton needed to scale, and the company began experiencing rapid growth.

Unfortunately, only a few years later, a recession hit. Along with many others, Anderson Burton faced severe financial difficulties during the market crash. Seeking a solution, Joni and Fletcher returned to Collaboration to tackle their pressing financial problems and regain organizational stability. One of the biggest challenges the company experienced from the market crash was the sudden loss of their commercial projects, which were previously driving a significant portion of their revenue growth. Because of that loss, the company had to radically downsize its team and operations, desperately trying to find ways to survive the recession and rebuild the company.



THE CHALLENGE

Market Crash

In returning to work together, Collaboration focused on helping Joni and Fletcher strategize ways to begin rebuilding their revenue. This led to our team supporting their application process for the 8A federal business development program, which is a valuable tool created to help experienced, socially and economically disadvantaged small business owners expand their footprint in the federal marketplace. They ultimately received approval and Collaboration helped them create a plan for implementation, addressing components from shifting their sales strategy for the respective client base to adjusting processes and infrastructure as needed to ensure they would be able to sustainably scale in the federal marketplace.

This program ultimately became the catalyst for rebuilding their company after the market crash. The approval was the door to access business opportunities in an incredibly difficult time, and Collaboration’s methodology was the foundation that allowed them to do so effectively and sustainably.

“Through the managed growth process that we learned through Collaboration, we were able to grow our business from a \$500,000 company to a \$13+ million/year company.”

*Joni Anderson, President
Anderson Burton Construction*



THE RESULTS

Sustainable Growth

While Joni and Fletcher’s path to scalable growth was not without obstacles, they have indeed achieved their initial goal to scale the company that began our working relationship. Since working together, they have seen a revenue growth from \$500,000 to \$50 million.

In addition to their accomplishments in scaling the company, leadership made a significant decision to transition Anderson Burton into an employee-owned business. Recognizing the importance of fostering a sense of ownership and shared success, they implemented an employee ownership program, allowing their dedicated workforce to have a stake in the company’s future.

Anderson Burton Construction Company has received a plethora of awards recognizing their success and continues to pursue intentional, sustainable growth.

Awards and Certifications



Pacific Coast Business Times Largest Women Owned Businesses

SBA Prime Contractor of the Year

Platinum LEED Award

ASCE Flood Management Project of the Year

Pacific Coast Business Times Fastest Growing Company

Green Awards LEED Innovation Award USGBC CA

National Park Service Glenn O. Hendrix Award

Recipient of the US Navy's Prestigious STAR Safety Award