

## CASE STUDY 02 | EXECUTIVE PROOF

# Turning Customer Friction into a Scalable Venture

*Build Aviator | Saint-Gobain / Jewson | Conceived 2016, scaled nationally from 2018*

**Marcus conceived and scaled Build Aviator to connect design, compliance, quantity surveying, estimating and materials procurement—helping customers manage projects more confidently while giving Jewson a stronger share of the complete project basket.**

## SOLVE THE WHOLE PROBLEM

Moved beyond product supply to the decisions that determine an entire project.

## SERVICE + SOFTWARE

Combined professional estimators, digital tools, compliance and merchant fulfilment.

## CONVERT PROJECT VALUE

Used project visibility to improve customer value and materials conversion.

## The customer problem

Small builders and self-build customers often entered projects with incomplete drawings, uncertain quantities, fragmented compliance requirements and limited time for estimating. Merchants saw the resulting material orders, but not enough of the project decisions that shaped them. Quoting individual products did little to reduce the customer's wider risk.

## What I saw

- An accurate estimate was more than a document: it was the commercial blueprint for the complete project and its future materials demand.
- Customers would spend more with the merchant that made the project easier to understand and execute—not necessarily the one that offered the lowest price on one item.
- Design, compliance, quantity surveying, estimating and procurement were being treated as separate services even though the customer experienced them as one journey.
- A digital tool alone would not be enough; scalable value required software, expert people, process discipline and a national fulfilment route.

## The venture I created

- Conceived Build Aviator in 2016, secured corporate backing and led its development and national launch within Saint-Gobain.
- Built an integrated service covering drawings, compliance support, quantity surveying, estimating, bills of quantities, live merchant pricing and procurement coordination.
- Unified GreenWorks and Build Aviator in 2018, connecting sustainable-construction expertise to a broader end-to-end project proposition.
- Acquired and integrated Easy Price Pro and Professional Estimating Services, combining estimating software with an experienced team of professional estimators.
- Created national operating, CRM and project-pipeline discipline so estimates could become managed commercial opportunities rather than isolated transactions.

## Delivered evidence

| Evidence                            | What it demonstrates                                                                                          |
|-------------------------------------|---------------------------------------------------------------------------------------------------------------|
| <b>£1bn project pipeline</b>        | Customer-project value represented by estimates and associated opportunities managed through the proposition. |
| <b>27% project-value conversion</b> | Average share of estimated project value subsequently purchased through Jewson by Build Aviator customers.    |
| <b>15%+ conversion uplift</b>       | Build Aviator customers converted more project value than comparable standard trading customers.              |
| <b>Two acquisitions integrated</b>  | Easy Price Pro and Professional Estimating Services combined into one service-and-software operating model.   |
| <b>National proposition</b>         | A repeatable customer journey connecting advisory services, estimating and a major merchant route to market.  |

## How the value chain worked

| Customer journey                 | Build Aviator value                                                                                        |
|----------------------------------|------------------------------------------------------------------------------------------------------------|
| <b>1. Define the project</b>     | Drawings and project information established scope before individual products were discussed.              |
| <b>2. Reduce compliance risk</b> | Supporting services clarified regulatory, energy, acoustic and technical requirements.                     |
| <b>3. Quantify the work</b>      | Professional estimating converted the project into quantities, labour assumptions and a bill of materials. |
| <b>4. Connect live pricing</b>   | Merchant-linked product data turned the estimate into a commercially relevant customer decision.           |
| <b>5. Manage conversion</b>      | CRM and project-stage visibility gave teams a disciplined route from estimate to materials basket.         |

## Leadership reach demonstrated

- **Founder mentality inside a major corporate** — challenged the traditional merchant model and built backing for a new venture.
- **Acquisition integration** — combined people, software, process and proposition rather than leaving acquired capability as separate silos.
- **Data-led commercial management** — connected estimate value, customer behaviour, project stages and materials conversion.
- **Customer-journey design** — created value before the order, not only at the point of transaction.

## Why it matters

Build Aviator shows Marcus's ability to identify an industry-wide customer problem, create a differentiated commercial model, secure corporate backing, integrate acquisitions and scale the proposition through an established national channel.

### The Marcus growth toolbox

Start with the customer's complete problem. Build the capability that removes friction. Connect that capability to a disciplined commercial system. Measure the value created for both customer and business. Then scale without losing control.

*Evidence boundary: £1bn is customer-project pipeline value, not Build Aviator revenue. The 27% figure is the share of total estimated project value converted through Jewson; it was more than 15% above the comparable standard-customer conversion rate. The wider £430m commercial scope related to Jewson and Build Aviator together, not a standalone Build Aviator P&L.*