



Strategy Development and Ongoing Coaching from IMC Helps BC Stone in Everett, PA, Formalize Growth Strategy

CLIENT PROFILE

BC Stone

376 Industrial Blvd.
Everett, PA 15537

www.bcstone.com

family-owned
70 employees

BC Stone is a custom fabricator of natural and engineered stone surfaces for both residential and commercial customers. The skilled craftsmen of BC Stone create one-of-a-kind counters, furniture tops, ornate flooring, stone slab walls, fireplace mantels, decorative columns, and other forms from their 25,000 square foot facility in Everett, PA, and 15,000 square foot facility in Wilmington, NC. BC Stone offers a mix of high-capacity, high-tech capabilities along with true handmade, custom craftsmanship—a unique blend that helps them to stand apart from competitors.

SITUATION

Since forming BC Stone in 1993, owners Rodney Bair and Travis Collins saw steady growth in the company, but in 2008 wanted to regroup and build a plan that would help them continue the momentum. They contacted IMC for support in assessing the business and developing a more formal plan for the future.

SOLUTION

IMC embarked on a two-phase approach to assist BC Stone in evaluating the company and devising a growth strategy. Phase one consisted of a two-day Rockefeller Habits Implementation Workshop. This provided opportunity for BC Stone leadership to intensely evaluate key facets of the business, discuss short- and long-term objectives, and begin to outline a more concrete plan for growth and positive change. Phase two provided for ongoing coaching for accountability and performance. Coaching sessions consisted of on-site meetings, phone consultations, and other periodic interactions between the IMC Business Advisor and BC Stone leadership. Among other things, these consultations helped ensure that the strategic plan remain off the backburner and instead at the forefront of business activities. They provided a structured mechanism for evaluating progress, fielding questions, making changes, and building upon the important outcomes of phase one.



RESULTS

BC Stone has managed to maintain a solid business in an industry where companies of much longer histories have recently had to close. In fact, BC Stone leaders note that while sales during the period plummeted some 70 to 80 percent throughout the industry, BC Stone experienced a drop of only 8 percent in sales. BC Stone is confident that the outcomes of this project have helped them to remain a thriving entity in light of the current economy.

The project most impacted BC Stone in three primary ways — operational efficiencies, sales strategies, and improved decision-making. Owner Travis Collins notes the following in particular:

- **Operational Efficiencies**— The time required to resolve issues has been cut 25 to 45 percent in most instances thanks to the implementation of formal communication strategies.
- **Sales Strategies**— BC Stone now has a more formal plan for improving their sales program, which includes details on roles and responsibilities within the organization along with a revamped website for improved outreach. Since the new site was launched in 2009, BC Stone has seen their web presence grow by 35 percent.
- **Decision-Making**— The project required BC Stone to report very concrete details about the business to the IMC Business Advisor on an ongoing basis. This compelled owners to create an internal “dashboard” of leading indicators, resulting in a deeper and immediate knowledge of the company’s position at any given moment. Owners know specifically what each dollar in revenue truly represents and can quickly respond to important measures such as sales conversion rates. Owners are more empowered to make proactive change and can measure the impact with greater accuracy than ever before.

TESTIMONIAL

Travis Collins
Co-Owner

“Working with the IMC has been without a doubt money and time well spent. I cannot express the true benefit of having an outside expert there to assess the business, facilitate changes, and push us to regularly evaluate, measure, and plan. There is increased accountability—you do your homework. We have made improvements throughout the company, even in such a short time. We know the impact has been positive and that it will be ongoing.”