



Mosby's design-build team modernized this kitchen while installing cabinets, finishes, windows, and light fixtures that respect the traditional character of the house. They removed walls to add work areas, eating space, storage, and a laundry center; placed a swivel-mount television behind cabinet doors; and turned a column into a chalkboard message center.

realize the company's core values. Called ICART for short, they are: integrity, commitment to excellence, accountability, respect, and teamwork.

Expertise and Specialization

After visiting the company in August 2013, remodeling business consultant Mark Richardson suggested Mosby establish an advisory board to harness knowledge and ideas from people with expertise not fully represented by the staff. The company now has an advisory board with three outside members—an experienced exterior remodeler from another state, an ace in finance and accounting, and Mark Richardson. Scott and Judy are on the board too.

Richardson also recommended the Mosby organizational chart be revamped to clarify roles and streamline reporting relationships. McClanahan agreed. Across the top of the chart is a horizontal band that lists managers of corporate-wide disciplines such as finance and accounting, corporate marketing, and technical systems administration. In the last two years, McClanahan has enriched that roster of management experts by adding new positions for a part-time chief financial officer, a human resources manager, and the marketing director.

Emanating from the corporate band is a series of vertical bands, each showing positions within one of Mosby's remodeling divisions. The number of these divisions continues to grow. Design-build came first. In the early years, Mosby was so busy doing design-build projects that, when clients needed small jobs, the company referred them to other contractors. Then Scott realized, "It was about the client, not the size of the job." In order to say "yes" to homeowners, whatever the remodeling request, Mosby opened a division in 1989 to handle home repairs and small projects. That division, now called Solution

Sales, greatly broadens Mosby's service capabilities, and accounts for annual revenues exceeding 50% of what the design-build division brings in.

Within the design-build division, Mosby added the first licensed architect to his staff 10 years ago. Having staff architects "differentiates us as a firm," says Scott, providing a superior level of design capability and enabling the company to handle all plans processing and stamping in-house. Again, the idea was to have a full complement of services on tap to meet client needs.

Recently the company identified a small-job niche that represents high demand and growth potential. Mosby responded by launching a third division, Right Bath, in 2013. The concept is to deliver quick updates to standard-size, 5x8 bathrooms, revamping them in a week with new fixtures, fittings, and finishes. The company plans to open Right Kitchen in 2016 to target a similar niche—fast, affordable kitchen facelifts within existing walls. Mosby will launch an exteriors division in 2015.

The decision to add all the new divisions is based on three factors. First, clients trust and rely on Mosby for all of their remodeling needs, and Mosby wants to be there for them. Second, with a broad base of capabilities, Mosby is positioned to grow with market demand, while having the diversity to stay strong despite fluctuations in remodeling business sectors. Third, Scott and Judy believe strongly that nobody is good at everything, but everyone is good at something. Specialized divisions enable field employees to do what they do best and love, putting most of their time and energy to what Scott calls "the highest and best use." The benefits extend even to the remodeling tools, because employees need to carry only the equipment required in their specialty. "It simplifies internal operations," adds Scott. "There's no training needed in exteriors, for instance," because the work is being done by crews who are experts in exteriors. "We are in the most efficient place, devoting our time to what we do best."

Forward Thinking

The Mosby Building Arts mission statement commits the company to "make a positive difference in people's lives every day." That includes not just clients but also employees and the community at large.