

remodeling

YOUR TOOLBOX FOR SUCCESS



Contents 11/12.18

VOL. 34, NO. 6



As a finalist, Marshall Wright still cashes in on the 2018 Fred Case Award.

Jeff Herr

36

COVER STORY / FRED CASE AWARDS

Meet the four finalists, and winner, of the 2018 Fred Case Awards—all cash winners and all with cogent insight into how to run a stellar remodeling firm.

30

FEATURE / REMODELERS ADVANTAGE IMPACT AWARDS

The finalists for this award all stand out as individuals with an unwavering commitment to help advance our industry. Steve Barkhouse takes top honors.

Cover photo by Jeff Elkins

8

EDITOR'S NOTE

19

YOUR BUSINESS

Labor / To retain employees, provide a path to growth

Taxes / 401(k)s can pay off for employers

Succession Planning / Selling a business takes longer than you think

To Your Advantage / Invest during hard times for bigger returns during good times

Finance / Annual business checkup

49

PRODUCTS

New selections in siding, trim, housewrap, and exterior finishes

56

YOU BUILT IT

ONLINE NOW



Want to learn more about succeeding in the business of remodeling? Visit us online at **remodeling.hw.net** for a full range of practical resources for new and seasoned remodeling professionals. For inspiration about becoming the best in the business, be sure to visit our Big50 Class of 2018, Remodeling 550 list of the nation's biggest firms, and the 2018 Remodeling Design Awards.

REMODELING (ISSN 0885-8039) Volume 34, Number 6, is published 6 times per year in January/February, March/April, May/June, July/August, September/October, and November/December by Hanley Wood, One Thomas Circle NW, Suite 600, Washington, DC 20005. Copyright 2018 by Hanley Wood. Opinions expressed are those of the authors or persons quoted. Reproduction in whole or in part prohibited without written authorization. Subscriptions are free to qualified recipients. Publisher reserves the right to determine recipient qualification. Out-of-field subscription rates: US and possessions: \$19.95; Canada \$34.95 (USD); all other countries \$175 (USD). Single copy price: \$8.00. For subscription information, write to REMODELING, PO Box 3494, Northbrook, IL 60065-9831. Canada Post Registration #40612608/G.S.T. number: R-120931738. Canadian return address: IMEX, PO Box 25542, London, ON N6C 6B2. Periodicals Postage Paid at Washington, DC, and at additional mailing offices. POSTMASTER: Send address changes to REMODELING, PO Box 3494, Northbrook, IL 60065.

CLASSIC ACT

by **BRYCE SOMER**
photo by **GREGORY MILLER**

When Wright Marshall was in middle school, his parents purchased a 1940s Frazier and Bodin colonial outside of Atlanta and left behind a 1960s ranch home. The differences he noticed between the two homes set the tone for what later would become Revival Construction.

Reflecting on his early interest in architectural revival, Marshall admits it was actually a negative reaction that lit the flame.

"I was drawn to the older homes in the town where I grew up," says Marshall, who founded the firm in 2000. "Not liking that first home got me interested in architecture."

A Laser Focus

Focusing on preserving Atlanta's architectural legacy, Marshall has become known as an expert on classically designed whole-house remodels and additions to the area's eclectic Georgian, colonial, and Tudor revivals. By studying the work of local and regional architects, he has been able to understand, plan, build, match, adapt, and replicate the area's historic homes. To maintain this approach, he has implemented the use of a sales production checklist that outlines all the steps of a project, including the time needed for each aspect, so that no critical steps are missed.

"I figured out my niche and what I wanted to be early on," he recalls. "It's easier to run a business when you're an expert in a certain area and remain true to that."

A Clear Vision

But even honing his niche didn't guarantee success. In the beginning stages, Marshall jokes that he was in the "millionaire's charity business doing work and making no money." His company also used to accept all types of work, from new construction to whole-house remodels.

After he joined Remodelers Advantage, the vision for his company became even more clear. Not only did he begin to recognize that growth wasn't the only objective, and that the way in which others use trends and numbers to effectively make business decisions is different from business to business, but he also learned that it was more important to work on projects that inspired him.

"You can't be everything to all people," he says. "The longer you have this body of work to look at, the easier it becomes to refine. We've been in a tweaking mode, gradually steering instead of jerking the ship around."

WRIGHT MARSHALL

COMPANY Revival Construction

LOCATION Atlanta, Ga.

YEARS IN BUSINESS 18

SPECIALTY Architectural
restoration