

Remodeling

Gregory, Jerome and Richard Zaccaria

REMODELING CONSULTANTS OF WESTCHESTER, INC., MAMARONECK, N.Y.

■ If a small company hits a slump, it's a problem. But when a big company hits a slump—courtesy of a depressed regional economy—it could become a catastrophe.

■ **“We don't believe in tarps. When we have to open a roof, we assemble the resources to do what it takes to close the roof that same day.”**

The Zaccaria brothers didn't let disaster overtake their four-generation business. The employee-owned enterprise, which grossed \$12 million in '89, slid to \$3.8 million in 1990; average project size dropped from \$97,000 to \$30,000. The Zaccarias realized they'd need to make major changes to survive the recession.

They met the challenge by restructuring into a family-owned company. With (from left) Richard Zaccaria as president, Jerome as vice president and Gregory as CFO, the siblings pared away expensive extras like branch offices and in-house mill and laminate shops. They computerized. There were layoffs—but the new computer systems helped remaining employees work more efficiently. The reborn company didn't just survive; it

stayed profitable while meeting all prior client commitments. As the region's economy improved, the new systems enabled the company to grow. The Zaccarias plan to re-open a Connecticut office, anticipate a \$6.5 million year in 1996 and project \$8 to \$10 million for 1997

Design/build remodeling
5 years in current business
1995 volume: \$5.2 million
Staff: 21 office, 54 field



PHOTO: GLEN COLEMAN, HIGHLAND STUDIOS

