## **Cornerstone Masonry**

## **BBSI Helps Cornerstone Masonry Build Plan for the Future**

Penny Zambrano started Cornerstone Masonry without a college degree or formal business training. Her personal grit, determination and pride in her work enabled her to create a successful company. But as she looked to take her business to the next level, it was BBSI she wanted by her side.

Penny didn't find success in a male-dominated industry by being a shrinking violet. Strong-willed and confident, she created a steady business, but found herself mired in the chaotic details of day-to-day operations. With retirement on the horizon, Penny knew she needed to focus on the future—with an emphasis on profitability and developing a bench of management-ready employees. Her BBSI team provided her with the support she needed to take the leap forward.

"BBSI is very good at holding up a mirror," Penny said. "The help me see what's missing in my business, and what I need to work on. They also remind me of all the positive things I'm doing. Running a business is hard, and they've been my cheerleader when I needed it. They truly understand the mindset of a business owner, and that's not something I've found with other companies or consultants."

## Meaningful moment

Like many business owners, Penny was more comfortable dealing in details than thinking big. Participating in BBSI's signature business owner roundtable proved to be a turning point.

"Thinking big is something I have to force myself to do. It doesn't come naturally. But being at the roundtable and hearing from BBSI leadership changed my frame of mind. What used to feel daunting now feels very doable. I walked out of that session with a plan for my business, and the confidence that I can execute that plan. It really was a life-changing experience for me."

## The road ahead

One of Penny's goals is to triple Cornerstone Masonry's profitability. Using the blueprint she created with her BBSI team, she feels she has the resources and knowledge to hit that target.

"BBSI has given me the courage to make the big, tough decisions that will move the business forward. With them on my side, I know I'm not in this alone."