



From Local Shop to High-Profit Leader: How INNERGY Transformed RCS's Business Model Increasing Profitability by 900%

Executive Summary

Joe Keller grew up watching his father transform RCS (formerly Ray's Cabinet Shop) from a small local woodworking operation into a thriving millwork company. Today, RCS employs over 100 people across multiple facilities and stands out as a high-profit industry leader in custom architectural millwork. This case study examines how INNERGY's software and educational community helped RCS pivot from traditional work-hard values to a data-driven culture that prioritizes efficiency and profitability. With INNERGY, RCS moved from a mindset of **"outwork the competition"** to one of **"work smarter than the competition,"** achieving an impressive **10% profitability on \$17 million in revenue.**

Background: A Family Business Rooted in Craftsmanship

Founded in 1997 when Joe's father bought a small cabinet shop in Ankeny, Iowa, RCS's beginnings were humble. Joe's father had left a career as a schoolteacher to work in woodworking, eventually buying RCS to create a legacy for the family. With a work ethic forged in competitive wrestling and football, Joe's father instilled a "hard work above all" ethos that became RCS's early hallmark. From Joe's teenage years, he contributed to the family business, learning the craft, sweeping floors, and helping wherever needed. In the years following the acquisition, RCS grew by word-of-mouth and sheer determination. Joe, after some time in general contracting, rejoined the family business to take on a leadership role, learning every facet of the company. Yet, by 2018, the company found itself limited by the same tools that had helped it scale—Excel spreadsheets and manual systems—struggling to keep up with its growing needs.

The Challenge: Breaking Free of Old Systems

Despite steady revenue growth, Joe realized the limits of RCS's reliance on manual tracking, time-consuming spreadsheets, and hard work alone. The company was stuck in a cycle of overworking and under-providing visibility into key metrics:

- No systematized way to manage costs and revenue beyond spreadsheets
- Inefficient workflows across multiple facilities
- Limited ability to track production metrics or ensure accountability
- Lack of comprehensive data insights, leading to reactive rather than proactive decision-making

Although RCS was growing, its profit margins remained low, hovering around 1%. Joe realized that achieving real profitability and scalability required a strategic shift.

The Solution: A New Approach with INNERGY

Joe was introduced to INNERGY through an industry event, where he learned about their unique combination of ERP software and community-driven education. **Initially skeptical, he attended a demonstration at INNERGY CEO Marc Sanderson's shop and had a pivotal moment. He saw how INNERGY's approach to data, process, and community could transform RCS from a business focused on hard work to one focused on data-driven decision-making.**



After attending INNERGY's forums and connecting with other industry leaders, Joe decided to implement INNERGY at RCS for two key reasons:

1. INNERGY's software offered a comprehensive solution to track, manage, and optimize operations.
2. The INNERGY community provided mentorship, best practices, and support from peers navigating similar challenges.

Marc's mentorship made a lasting impact on Joe's understanding of how to run a modern woodworking business. "Marc has a way of seeing right into your business," Joe says, recalling one of Marc's key insights: "You're making plenty of sawdust, but you're missing the data. Data is what's going to pay the bills in the end."

Key Results

INNERGY's influence helped RCS make substantial operational improvements:

- Increased profitability, with a jump from 1% to 10% profit on \$17 million
- Reduced reliance on manual data entry, freeing up leadership to focus on strategic initiatives
- Streamlined workflows by shifting from batch processing to a one-piece flow, enhancing efficiency
- Improved production planning and reduced lead times through data-driven insights
- Access to best practices and mentorship from other industry leaders, fostering a culture of continuous improvement

As Marc likes to say, "Anyone can sell dollars for 80 cents; that's not the goal. We're here to ensure you make every cent count." Joe took this wisdom to heart, using INNERGY to focus on high-margin projects rather than just high revenue.

Beyond Software: Education and Industry Accountability

Joe credits INNERGY's community and education programs with providing a platform to expand his understanding of business. By participating in executive forums and engaging with peers, Joe realized the importance of focusing on profit over sheer revenue growth. This shift was a game-changer, pushing RCS to prioritize high-margin projects and maximize operational efficiency.

Joe recalls one key forum that deeply impacted his father, who initially questioned INNERGY's focus on data and efficiency. After seeing INNERGY's model in action, Joe's father returned motivated to elevate RCS's approach, noting that "software is only part of the solution—learning how to think about our business differently is what's truly transformative."

Marc's gentle but insightful approach helped Joe and his father see that the days of "outworking everyone" were over and that succeeding in a modern market required a new playbook. "The industry is changing," Marc often says. "If you're only focused on the tools in your hands and not the data at your fingertips, you're leaving money on the table."

Building a Culture of Accountability

INNERGY's philosophy of data transparency and personal accountability inspired Joe to reconfigure RCS's management structure, empowering each team member to own their performance metrics. RCS also adopted INNERGY's Theory of Constraints-based methodology, which improved efficiency by managing production bottlenecks.



Joe describes the impact: “Before INNERGY, we had all these siloed metrics. Now, with INNERGY’s support, we know where we’re making or losing money on each job, and everyone from the shop floor to the executive team understands their role in that.” **One of Marc’s guiding principles, “Keep your plane full, but make sure it’s first-class seats,” resonated deeply with Joe. RCS adjusted its approach to project selection, focusing on value over volume and choosing work that aligned with the company’s strengths.**

Embracing a New Standard

Thanks to INNERGY, RCS achieved results far beyond financial gains. The company has become a leader in custom architectural millwork, with Joe frequently sharing insights and lessons learned with other businesses navigating similar challenges. INNERGY’s forums have not only changed RCS’s internal processes but have also transformed the broader woodworking community by fostering a culture of shared learning and best practices.

“Marc taught us that it’s about more than numbers,” Joe explains. “It’s about how you look at those numbers and make decisions that reflect your values, your culture, and the kind of business you want to build.” Joe now shares his knowledge with peers in the industry, carrying forward Marc’s mission of uplifting the woodworking industry as a whole.

Looking to the Future

Joe now sees RCS’s growth as a function of both smart operations and strong values. With INNERGY’s continued support, he’s focused on optimizing every aspect of the business to ensure its long-term success and profitability. He describes INNERGY’s impact as more than software; it’s a philosophy that redefines how companies like RCS can achieve operational excellence in an industry steeped in tradition. **Marc’s approach, a blend of pragmatism and vision, has left a mark on Joe’s leadership style and approach to business. As Marc often says, “Running a business isn’t just about survival; it’s about thriving—and bringing others along with you.”**