



## Growing Our Future Podcast – Episode 7 Lesson Plan

<b>Lesson Title:</b> “We have to Remain Relevant.”	
<p><b>TEKs:</b> (c) Knowledge and skills.</p> <p>(1) The student demonstrates professional standards/employability skills as required by business and industry. The student is expected to:</p> <ul style="list-style-type: none"> <li>(A) identify career development and entrepreneurship opportunities in agribusiness systems;</li> <li>(B) apply competencies related to resources, information, interpersonal skills, and systems of operation in agribusiness systems;</li> <li>(D) identify employers' expectations, including appropriate work habits, ethical conduct, and legal responsibilities;</li> <li>(E) demonstrate characteristics of good citizenship such as stewardship, advocacy, and community leadership; and</li> </ul> <p>(3) The student recognizes roles within teams, work units, departments, organizations, interorganizational systems, and the larger environment. The student is expected to:</p> <ul style="list-style-type: none"> <li>(A) identify how key organizational systems affect organizational performance and the quality of products and services related to agriculture, food, and natural resources;</li> <li>(C) describe the nature and types of agribusiness organizations to build an understanding of the scope of organizations.</li> </ul> <p>(5) The student defines and examines agribusiness management and marketing and its importance to the local and international economy. The student is expected to:</p> <ul style="list-style-type: none"> <li>(A) describe the roles and functions of management and leadership in agribusiness;</li> </ul> <p>(9) The student describes the marketing of agricultural products. The student is expected to:</p> <ul style="list-style-type: none"> <li>(A) describe the purpose and importance of marketing;</li> <li>(B) develop a marketing plan;</li> <li>(D) compare types of markets and influence factors; and</li> <li>(E) identify methods of managing risk such as hedging and crop insurance.</li> </ul>	
<b>Terminal Performance Objective:</b>	<b>Enabling Objectives:</b>
Through class instruction and the evaluation of the Growing Our Future podcast episode, students will demonstrate their understanding of the marketing plan process by developing a written business plan for a local agricultural business in the community.	<ol style="list-style-type: none"> <li>1. Identify the difference between a mission statement, vision statement, and a slogan.</li> <li>2. Explore the various components required of a one-page business plan.</li> <li>3. Identify the elements of SMART goals.</li> <li>4. Apply the information learned in the podcast to a one-page business plan for McCoy’s Building Supply.</li> <li>5. Develop a written business plan for a local agricultural business in the community.</li> </ol>
<b>Vocabulary:</b>	<b>Bell Work:</b>
<ul style="list-style-type: none"> <li>• <b>Achievable Goals</b> - Goals should be designed like a good workout. They should stretch you slightly,</li> </ul>	<i>Answer the following series of questions to the best of your ability:</i>

so you feel challenged, but not cause stress or injury.

- **Business Plan** – a business plan is a summary of business objectives and goals for the future.
- **CEO** – chief executive officer, the highest-ranking person in a company or other institution, ultimately responsible for making managerial decisions.
- **COO** - chief operating officer is a senior executive tasked with overseeing the day-to-day administrative and operational functions of a business.
- **Measurable Goals** - identify exactly what it is you will see, hear, and feel when you reach your goal. It means breaking your goal down into measurable elements.
- **Mission Statement** – is a descriptive explanation of a company’s values, morals, and ethics. It commonly consists of a few sentences making one short paragraph explaining the 'how' and 'why' of a business.
- **Relevant Goals** - It's important to examine your goal. Make sure it's relevant and realistic.
- **Slogan** – is a shortened version of a business’ mission statement saying in 12 words or less what you do, who you do it for, and/or why you do it.
- **SMART Goals** - enables individuals to devise a solid plan with concrete and measurable goals, leaving little to chance. S.M.A.R.T. stands for Specific, Measurable, Achievable, Relevant, and Time-bound.
- **Specific Goals** - Goals should be written in the most simplistic manner possible, honing in on one specific outcome. Without this core principle, you might find it hard to focus and, in the end, feel unmotivated.
- **Time-bound Goals** - Goals should be linked to a timeframe that creates a practical sense of urgency, creating a healthy tension that will propel you forward.
- **Vision Statement** – describes what a company desires to achieve in the long-run, generally in a time frame of five to ten years, or sometimes even longer. It depicts a vision of what the company will look like in the future and sets a defined direction for the planning and execution of corporate-level strategies.

1. What is the difference between a “mission statement” and a “slogan”?

**Answer:**

- Mission statement - is a descriptive explanation of a company’s values, morals, and ethics. It commonly consists of a few sentences making one short paragraph explaining the 'how' and 'why' of a business.
- Slogan - is a shortened version of a business’ mission statement saying in 12 words or less what you do, who you do it for, and/or why you do it.

2. Write an example of a company’s mission statement.

**Possible Answers:**

Tesla - We're building a world powered by solar energy, running on batteries and transported by electric vehicles. Explore the most recent impact of our products, people and supply chain. We design sustainable systems that are massively scalable—resulting in the greatest environmental benefit possible.

**Possible Answers:**

McDonald’s – I’m Lovin it.  
Subway – Eat Fresh.

3. **Write the FFA’s mission statement.**

**Answer:** The FFA makes a positive difference in the lives of students by developing their potential for premier leadership, personal growth and career success through agricultural education.

4. **Write the FFA’s slogan / motto.**

**Answer:**

Learning to Do,  
Doing to Learn,  
Learning to Live,  
Living to Serve.

**Give them a few minutes to answer the questions and then review the answers together as a class.**

<b>Preparation</b>	
<b>Instructor Notes</b>	<b>Activity Notes</b>
<p><b>Tell the students:</b> <i>“Slogans and Mission Statements are the fundamentals businesses and companies are founded upon.</i></p> <p><i>But, what’s the difference between a mission and vision?”</i></p> <p><b>Allow time for responses, and then explain,</b> <i>“A mission statement defines the organization’s business, its objectives, and how it will reach these objectives. A vision statement details where the organization aspires to go.”</i></p> <p><b>Tell the class,</b> <i>“After reviewing the steps for creating a mission statement, vision statement, and slogan, I want you to develop a mission, vision, and slogan that best represents you, your goals, morals, values, and future.”</i></p>	<p><b>Hand out the “Creating a Mission, Vision, and Slogan” Handout to each student.</b></p> <p><b>Review the handout with the class and allow students 10 to 15 minutes to create their own personal mission, vision, and slogan that best describe them as a person.</b></p> <p><b>Ask the class to share some of the missions, visions, and slogans they came up with for the activity. If they did not finish the activity, have them complete it for homework. Remind student the activity is worth a participation grade.</b></p>
<b>Presentation</b>	
<b>Instructor Notes</b>	<b>Activity Notes</b>
<p><b>Tell the class,</b> <i>“Once a business creates their mission, vision, and slogan, the next step they take is creating a simple business plan. A one-page business plan is a summary of business objectives displayed on a single page.</i></p> <p><b>Show and explain “Episode 7_Business Plan” PowerPoint Slides.</b></p> <p><i>“Now that you have created your own personal mission, vision, and slogan, let’s hear from a CEO who lives by the vision and values of her family business.</i></p> <p><i>But first, what is a CEO? What is the difference between a CEO and a COO?”</i></p> <p><b>Wait for responses, and then explain,</b> <i>“A CEO or a chief executive officer, the <u>highest-ranking</u> person in a company or other institution, ultimately responsible for making <u>managerial</u> decisions.</i></p>	<p><b>Show and explain slides one through seven of the “Episode 7_Business Plan” PowerPoint. Remind the class they will need to know the information in the PowerPoint for their next activity.</b></p> <p><b>On slide 6, handout the “Episode 7_ S.M.A.R.T. Goals Handout” to the class. Students will use the following handout as a guide on their next activity.</b></p>

*A COO or chief operating officer is a senior executive tasked with overseeing the day-to-day administrative and operational functions of a business.*

*The COO is typically the right hand of the CEO. Though COOs have authority to make their own decisions on matters within their purview, the CEO is able to change or even veto their recommendations. Primary responsibilities: The CEO is responsible for crafting the company's vision."*

**Introduce the podcast,** *"Today, we are going to hear from Meagan McCoy Jones, President & CEO at McCoy's Building Supply.*

*Meagan is a fourth-generation leader of McCoy's Building Supply, where her roles have included receptionist, advertising intern, inside sales, assistant store manager, director, vice president, senior vice president, and now President and Chief Operating Officer.*

*She believes in the purpose of McCoy's to make life easier and more fulfilling for those who build and in the purpose of business and business owners to care well for people and communities who are impacted by their work."*

**Tell the class,** *"As you watch today's podcast episode, take notes on a scratch piece of paper of information you believe will help you complete the one-page business plan for McCoy's Building Supply. Notes vary depending on what information you think is important.*

**Prior to introducing the podcast, handout the "One Page Business Plan\_McCoy's Building Supply Activity."** As students listen to the podcast, have them take notes on what information they might use to complete the one-page business plan for McCoy's Building Supply.

**Have students watch the Episode 7 of the Growing Our Future Podcast.**

- <https://youtu.be/sgFOsALQXSw>

## Application

### Instructor Notes

**Tell the class,** *"After watching the podcast episode and using the McCoy's Story handout, complete the 'One Page Business Plan\_McCoy's Building Supply Activity.'* Please remember your answers may vary depending on your podcast notes."

### Activity Notes

**Step 1** - Pass out the "McCoy's\_Story" handout to the class.

**Step 2** – Using the Episode 7\_ S.M.A.R.T. Goals Handout and the information gained from the



<p><b>Tell the class,</b> <i>“Once you have completed the activity, we will review possible answers as a class.”</i></p>	<p>podcast, complete the “One Page Business Plan_McCoy's Building Supply” Activity.</p> <p><b>Step 3</b> – Give students 15 to 25 minutes to complete the activity.</p> <p><b>Step 4</b> – Review and discuss possible answers to the “One Page Business Plan_McCoy's Building Supply” Activity with the class.</p>
<p><b>Evaluation / Summary</b></p>	
<p><b>Instructor Notes</b></p>	<p><b>Activity Notes</b></p>
<p><b>Tell the class,</b> <i>“Now that we have completed a simple business plan for a large company, it is time to analyze the marketing strategies of a local agricultural business in our community.</i></p> <p><i>For this assignment, you and your teammates will research and present a written marketing plan for an agricultural product, supply, or service within our local area. The objective of this activity is to encourage you to explore and prepare for possible careers in agri-marketing and to demonstrate your understanding of the marketing plan process.”</i></p> <p><b>Explain to the class,</b> <i>“The assignment will be a major grade, and you will be provided a rubric to help guide you through the grading process.”</i></p>	<p><b>Break the class up into groups of three to four students per group.</b></p> <p><b>Pass out the “Written Business Plan” assignment to the class.</b></p> <p><b>Assignment will be a major grade. Students should be given one week to complete the assignment.</b></p>



## Growing Our Future Podcast – Episode 7 Creating a Mission, Vision, and Slogan

### How to write an effective “Mission Statement”

A mission statement is a declaration of what makes the business important. By design, it guides the actions of the employees and draws in customers by creating direction by explaining what the company intends to accomplish. Here are the do's and don'ts when creating a mission statement.

1. **Keep it short and concise.** Sum up the company's mission in just a few sentences.
  - Don't write an essay. That is not the purpose of this brand building tool. You want the mission statement to be tethered to the brand and that means it must be memorable. Long drawn out prose is rarely memorable.
2. **Think long-term.** The mission statement is an investment in your company's future, so keep it open enough to reflect your long-term goals.
  - Don't make it too limiting. We want to provide the best products ever to the town of Elmwood. Do you only see the business selling to the residents of one small town or do you hope to expand at some point?
3. **Find out what your employees think of the mission statement.** Ask how they would improve it and what they dislike about it.
  - Don't be afraid to change it. Things change in the business world. If the mission statement no longer represents the company, it is time for a rewrite.

### What should a mission statement accomplish?

A mission statement should tell others why the business exists and what makes it different.

Why they exist: To prevent and alleviate human suffering in the face of emergencies

What makes them different: They mobilize the power of volunteers and the generosity of donors

### The Key Elements of a Mission Statement

Focus your statement on these four elements.

- Value – What is the value of the business to both customers and employees?
- Inspiration – Why should people want to work for the company?
- Plausibility – Make it sound reasonable
- Specificity – Tie it back to the business

### How to write an effective “Vision Statement”

Your completed vision statement should offer a clear idea of your company's path forward. Vision statements can be used to direct a company's overall plans for the future. Here's a quick breakdown of what to do when formalizing your vision statement:

- Project five to 10 years into the future.
- Dream big, and focus on success.
- Use the present tense.
- Use clear, concise, jargon-free language.
- Infuse it with passion, and make it inspiring.

- Align it with your business values and goals.
- Create a plan to communicate your vision statement to your employees.
- Prepare to commit time and resources to the vision you establish.

## How to write an effective “Slogan”

1. **Keep it simple** - Most people who do creative work professionally live by one overarching rule — keep it simple. Have you heard the phrase, “less is more?” No, it’s not a famous company slogan. It’s the first rule of design and copywriting. Clutter and wordiness cause confusion. Many of the best slogans have few words. Most of our most famous examples above have between 4 and 6 words.
2. **Use small words** - The average American reads at a seventh- to eighth-grade level, but you’ll notice that the most famous slogans use much simpler words than that. “It’s everywhere you want to be” uses words that fourth graders would know. Same with Nike. “Just Do It” uses words that young children would understand.
3. **Brainstorm a word list related to your business** - Make a list of words that describe your brand. What does your company do, and how is it different from your competitors? What need does your business fill? What emotion do customers want to feel after acquiring your type of product or service? List words that describe your client base and what you, as the company founder, are passionate about. Remember to use those power words.

Next, pull up an online thesaurus and find some other words that might work. Remember to keep them simple enough that any grade school student can understand them.

Looking at your word list, which ones seem to jump off the page at you? Which make your customer envision reaching their goals? Those are probably the ones you’ll end up using.

Finally, start writing. Keep it short and simple. Remember, “Got Milk?” It doesn’t get much simpler than that, so avoid complication.

4. **Make it roll off the tongue** - If it’s easy to say, it’s probably easy to remember. Gillette’s slogan, “The best a man can get,” is easy to say. Same with Disneyland, “The happiest place on earth.” If you can say it easily, you can remember it easily.
5. **Use power words or phrases** - Power words or phrases invoke emotion. Look through the business slogans we’ve already listed. Words like, “happy” or “Do it,” or Calvin Klein’s slogan, “Between love and madness lies obsession.”

# THE ONE-PAGE BUSINESS PLAN



# WHAT IS A ONE-PAGE BUSINESS PLAN?

**A one-page business plan is a  
summary of business objectives  
displayed on a single page.**



# WHY IS HAVING A BUSINESS PLAN IMPORTANT?

- Is a must for most investors, financial institutions, and partners.
- Can help you make decisions and eliminate the unknown.
- Can serve as a reality check for new ideas and ventures.
- Can foster new ideas.
- Creates a plan of action.





# TIME TO BEGIN PLANNING!

## Write your Mission Statement

The mission for your business guides everything that you do. Keep it simple by finding the most core denominator that defines your business.



# DEVELOP BUSINESS OBJECTIVES

Objectives are general, observable, challenging and untimed directions for your business.

- They outline what you want the business to look like in the future.
- Caution! Too many objectives will result in too many priorities to focus on.
- Stay focused on your Mission Statement.
- Try to establish at least 4 but no more than 8 objectives.



# CREATE SMART GOALS

- All goals need to share all of these characteristics:
  - **S**pecific
  - **M**easurable
  - **A**ttainable
  - **R**elevant
  - **T**ime-bound
- Work on setting goals for one objective at a time. Each objective will have its own set of goals; however, some goals may contribute to more than one objective.

# S

## PECIFIC

WHAT DO YOU WANT TO ACCOMPLISH? WHO NEEDS TO BE INCLUDED? WHEN DO YOU WANT TO DO THIS? WHY IS THIS A GOAL?



# M

## EASUREABLE

THE SUCCESS TOWARD MEETING THE GOAL CAN BE MEASURED. ANSWERS THE QUESTION—HOW? HOW WILL YOU KNOW IF YOU'VE SUCCESSFULLY MET YOUR GOAL?



# A

## TTAINABLE

GOALS ARE REALISTIC AND CAN BE ACHIEVED IN A SPECIFIC AMOUNT OF TIME AND ARE REASONABLE. DO THEY HAVE THE SKILLS REQUIRED TO ACHIEVE THE GOAL?



# R

## ELEVANT

THE GOALS ARE ALIGNED WITH CURRENT OBJECTIVES THAT ARE ALIGNED IN A SPECIFIC AREA; INCLUDE THE EXPECTED RESULT. WHY AM I SETTING THIS GOAL NOW?



# T

## IME

GOALS HAVE A CLEARLY DEFINED TIME-FRAME INCLUDING A TARGET OR DEADLINE DATE. MAKE SURE THEY DON'T GO ON FOREVER.



# WHAT ARE MEASURABLE GOALS?

- **Measurable Goals** - means that you identify exactly what it is you will see, hear and feel when you reach your goal. It means breaking your goal down into measurable elements.
  - Measurable goals and objectives are essential for evaluating progress in any situation, be it for work, learning, or personal development. When a goal is specific and measurable, it's more likely to be achieved.
  - For anyone who is easily overwhelmed or struggles with time-management, this system will help you stay on track.



# SMART GOALS

*The S.M.A.R.T. system enables individuals to devise a solid plan with concrete and measurable goals, leaving little to chance.*

*S.M.A.R.T. stands for Specific, Measurable, Achievable, Relevant, and Time-bound. Let's take a closer look.*

- **Specific:** Goals should be written in the most simplistic manner possible, homing in on one specific outcome. Without this core principle, you might find it hard to focus and, in the end, feel unmotivated.
- **Measurable:** Goals need to be measurable in such a way that tangible evidence can be presented along the way. Assign specific data, numbers, etc. This can be as simple as setting a specific date for your achievement.
- **Achievable:** Goals should be designed like a good workout. They should stretch you slightly, so you feel challenged, but not cause stress or injury.
- **Relevant:** It's important to examine your goal. Make sure it's relevant and realistic.
- **Time-bound:** Goals should be linked to a timeframe that creates a practical sense of urgency, creating a healthy tension that will propel you forward.



# S.M.A.R.T. GOAL EXAMPLES

**Overall Student Goal:** *I want to be a better student.*

**S.M.A.R.T. Goal:** *I will target my lowest class average in order to raise my overall GPA.*

- **Specific:** *I want to improve my overall GPA so I can apply for new scholarships next semester.*
- **Measurable:** *I will earn a B or better on my MAT 101 midterm exam.*
- **Achievable:** *I will meet with a math tutor every week to help me focus on my weak spots.*
- **Relevant:** *I'd like to reduce my student loans next semester. Bringing up this low-class average will open new doors for me.*
- **Time-based:** *I still have six weeks until midterms. This leaves me plenty of time to meet with a tutor and decide if any additional steps are necessary.*





# FORM AN ACTION PLAN

- Every goal must have action plans that explain how that goal will be accomplished.
- Action plans (or tactics) are precise and individually itemized plans for action.
- They describe exactly Who, What, When, Where, and How activities will take place in order to accomplish a goal.
- Action plans detail who will do it, how, where, by when, and how often. Then the key to successful action plans is proper monitoring and comparison to predetermined measurable standards with proper
- Corrective action when necessary.





## Growing Our Future Podcast – Episode 7

### S.M.A.R.T. Goals

#### Handout

#### Why is it important to set goals?

Setting goals gives you long-term vision and short-term motivation. It focuses your acquisition of knowledge, and helps you to organize your time and your resources so that you can make the most of your life.

#### What are Measurable Goals?

**Measurable Goals** - means that you identify exactly what it is you will see, hear and feel when you reach your goal. It means breaking your goal down into measurable elements.

- Measurable goals and objectives are essential for evaluating progress in any situation, be it for work, learning, or personal development. When a goal is specific and measurable, it's more likely to be achieved.
- For anyone who is easily overwhelmed or struggles with time-management, this system will help you stay on track.

#### S.M.A.R.T. GOALS

The S.M.A.R.T. system enables individuals to devise a solid plan with concrete and measurable goals, leaving little to chance.

S.M.A.R.T. stands for Specific, Measurable, Achievable, Relevant, and Time-bound. Let's take a closer look.

- **Specific:** Goals should be written in the most simplistic manner possible, honing in on one specific outcome. Without this core principle, you might find it hard to focus and, in the end, feel unmotivated.
- **Measurable:** Goals need to be measurable in such a way that tangible evidence can be presented along the way. It's fun to track your milestones! This can be as simple as setting a specific date for your achievement.
- **Achievable:** Goals should be designed like a good workout. They should stretch you slightly, so you feel challenged, but not cause stress or injury.
- **Relevant:** It's important to examine your goal. Make sure it's relevant and realistic.
- **Time-bound:** Goals should be linked to a timeframe that creates a practical sense of urgency, creating a healthy tension that will propel you forward.

#### S.M.A.R.T. GOAL Examples

**Overall Student Goal:** I want to be a better student.

**S.M.A.R.T. Goal:** I will target my lowest class average in order to raise my overall GPA.

- **Specific:** *I want to improve my overall GPA so I can apply for new scholarships next semester.*
- **Measurable:** *I will earn a B or better on my MAT 101 midterm exam.*
- **Achievable:** *I will meet with a math tutor every week to help me focus on my weak spots.*
- **Relevant:** *I'd like to reduce my student loans next semester. Bringing up this low-class average will open new doors for me.*
- **Time-based:** *I still have six weeks until midterms. This leaves me plenty of time to meet with a tutor and decide if any additional steps are necessary.*



# One Page Business Plan McCoy's Building Supply Activity

**Mission Statement: *What is McCoy's Mission Statement?***

**Objectives: *From 1917 to 2023, what objectives do you believe outlined McCoy's plans for the future? Answers will vary.***

Objective 1:	Objective 2:	Objective 3:	Objective 4:
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**SMART Goals: *From 1917 to 2023, what SMART Goals do you believe McCoy's developed over time? Answers will vary.***

S – Specific    M – Measurable    A – Achievable    R – Relevant    T – Time-bound

SMART Goal 1A:	SMART Goal 2A:	SMART Goal 3A:	SMART Goal 4A:
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Action Plan 1A:	Action Plan 2A:	Action Plan 3A:	Action Plan 4A:
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SMART Goal 1B:	SMART Goal 2B:	SMART Goal 3B:	SMART Goal 4B:
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Action Plan 1B:	Action Plan 2B:	Action Plan 3B:	Action Plan 4B:
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**Action Plans: *Every goal must have a plan of action to explain how that goal will be accomplished. Explains who will do what, where, when, how, and how often.***



# One Page Business Plan

## McCoy's Building Supply Activity **KEY** – *The answers below are possible examples. Student answers may vary.*

### Mission Statement: *What is McCoy's Mission Statement?*

*We provide quality building products and services to our "Born to Build" customers with our valued team of unique people who are committed to both professional and personal growth.*

*Our "Business as Un-usual" philosophy demonstrates the vision and values of our family business. We celebrate an intense work ethic, yet we affirm that life is more than work. We must be profitable in our operations while always striving to make McCoy's a safe and enjoyable workplace.*

### Objectives: *From 1917 to 2023, what objectives do you believe outlined McCoy's plans for the future? Answers will vary.*

<b>Objective 1:</b> Year 1917 - Open McCoy's Roofing a roofing contracting company.	<b>Objective 2:</b> Year 1948 - opened the McCoy Supply Company as a sister company to the roofing business and began selling building materials to the public on a cash-and-carry basis.	<b>Objective 3:</b> Year 1990 – Implement a new business model to compete with larger home improvement stores.	<b>Objective 4:</b> Year 2023 – Train 4 <sup>th</sup> generation family member to take over the family business.
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### SMART Goals: *From 1917 to 2023, what SMART Goals do you believe McCoy's developed over time? Answers will vary.*

S – Specific    M – Measurable    A – Achievable    R – Relevant    T – Time-bound

<b>SMART Goal 1A:</b> Establish a roofing company in the Galveston area for "Born-to-Build" customers in 1927.	<b>SMART Goal 2A:</b>	<b>SMART Goal 3A:</b>	<b>SMART Goal 4A:</b>
<b>Action Plan 1A:</b> Provide building products and service to builders, contractors, serious do-it-yourselfers, and farmers and ranchers across the Galveston area.	<b>Action Plan 2A:</b>	<b>Action Plan 3A:</b>	<b>Action Plan 4A:</b>
<b>SMART Goal 1B:</b>	<b>SMART Goal 2B:</b>	<b>SMART Goal 3B:</b>	<b>SMART Goal 4B:</b> Provide over 3,000 employment positions by 2023.
<b>Action Plan 1B:</b>	<b>Action Plan 2B:</b>	<b>Action Plan 3B:</b>	<b>Action Plan 4B:</b> Own and operate over 85 locations, including distribution centers and millwork facilities in Texas, Oklahoma, and New Mexico.

**Action Plans:** *Every goal must have a plan of action to explain how that goal will be accomplished. Explains who will do what, where, when, how, and how often.*



# THE MCCOY'S STORY

1930s

**"Hurricane business in Galveston ensured a roofer would stay busy. In fact a hurricane in 1932 brought in enough business to put up the shop building McCoy's Roofing occupied until 1953."**

Quote from Emmett McCoy  
Photo: Storefront at 1111 33rd Street, Galveston, Texas



McCoy's Building Supply is one of the nation's largest privately-held building supply retailers. It has provided building products and services to its "Born-to-Build" customers since 1927 and serves builders, contractors, serious do-it-yourselfers, and farmers and ranchers across three states. Its parent company, McCoy Corporation, is owned by the McCoy family, headquartered in San Marcos, Texas and led by CEO Meagan McCoy Jones. McCoy's employs more than 3,000 people and operates over 85 locations, including distribution centers and millwork facilities in Texas, Oklahoma and New Mexico.

McCoy's history can be traced to 1927 when Frank McCoy opened a roofing contracting company in Galveston, Texas.

Group Photo: Employees Mr. J.E. Overbeck, Mickey Overbeck, Herman Teague, Jesse Lynch. Below: Dorothy Overbeck



1944

1946

In the mid 1940s, Frank McCoy's son Emmett returned from serving in a U.S. Engineer Aviation Battalion in the South Pacific to join his dad at work.

Photo: Frank McCoy (Merchant Marines), Emmett McCoy (US Army)





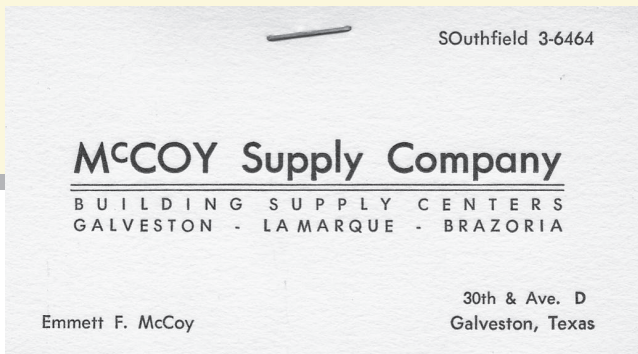
# A STORY OF CHANGE

McCoy Roofing Company began selling roofing supplies on a limited basis in 1941, although its focus remained on roofing contracting. In 1948 Emmett McCoy opened the McCoy Supply Company as a sister company to the roofing business and began selling building materials to the general public on a cash-and-carry basis. Frank retired in 1950, and Emmett became president of both the roofing and supply businesses. McCoy's Supply Company entered the emerging building supply industry in 1953 when its retail operations were relocated on Galveston Island and McCoy's product mix expanded to include plywood, doors, drywall and other materials.

In 1960, a second store opened in Galveston County in LaMarque, Texas a year before Hurricane Carla brought extensive damage along the Gulf Coast in 1961. In the period of opportunistic pricing that once preceded and followed every major tropical storm in that region, McCoy's continued to offer everyday prices to customers. This refusal to raise prices in the wake of the disaster helped establish a solid reputation for the new chain, and sales for the two stores reached one million dollars for the first time.

The roofing business was discontinued in 1964 and lumber was added to store inventories. Soon after, Emmett McCoy opened a third location and, to better reflect the company's increased scope, changed the chain's name to McCoy's Building Supply Centers.

Below: Emmett F. McCoy's business card circa 1965



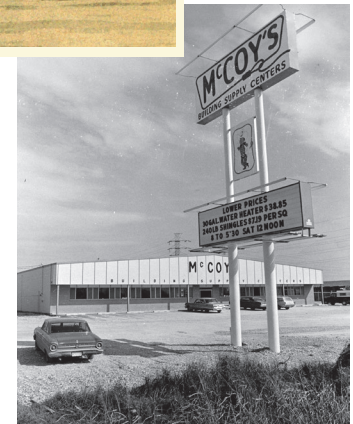
**"By the 1950s and 1960s, private home construction was exploding. Shorter work weeks and consumer-oriented materials encouraged people to do their own work. Times had changed and instead of just selling to contractors we were now in a consumer business."**

Emmett McCoy  
Excerpted, Studies in Entrepreneurship Speech,  
Texas State University



In the 1960s, McCoy's product mix expanded, as did its number of stores.

Photo left: Paint sales representative Dick Brooks by an early in-store paint display. Photos right: McCoy's expands to LaMarque, Brazoria and beyond.



1950s

1960s





The company expanded conservatively throughout the 60s and McCoy Corporation moved its headquarters to centrally located San Marcos, Texas in 1972. Over the next four years, Emmett's sons Mike, Brian and Dennis McCoy joined the company full time, representing the third generation to take a lead role in the operation of McCoy's.

Photo: Brian and Emmett McCoy at company headquarters in San Marcos, Texas.



The company continued its focus on smaller markets, avoiding the urban and more densely-populated areas dominated by its superstore, or Big Box, competitors (mainly Lowe's and Home Depot). McCoy's opened its 100th store in 1992 and by the late 90s the chain consisted of 104 stores in six states, with sales topping \$500 million.

Photo: Brian, Emmett and Mike McCoy celebrate 100 stores.



By 1980, the chain had expanded to 25 stores and a year later sales reached the \$100 million mark. In what was to become the company's fastest growth period to date, McCoy's doubled in size between 1980 and 1983 when it opened its 50th store in San Antonio, Texas. Texas was growing, and McCoy's grew with it.

Photo: Emmett on a store visit.

## A STORY OF GROWTH

1972

1983

1992

1985

1988



Tragedy struck April 30, 1985 when Emmett's youngest son, Dennis McCoy, was killed in a private plane accident on his way to a store visit in Brownwood, Texas. In a statement released the day after the 28-year-old's death, Emmett and sons Mike and Brian praised Dennis' contributions while reassuring the company's employees. "We plan to operate the business and continue to grow. The three of us feel handicapped without Dennis, but we believe our future is still bright."

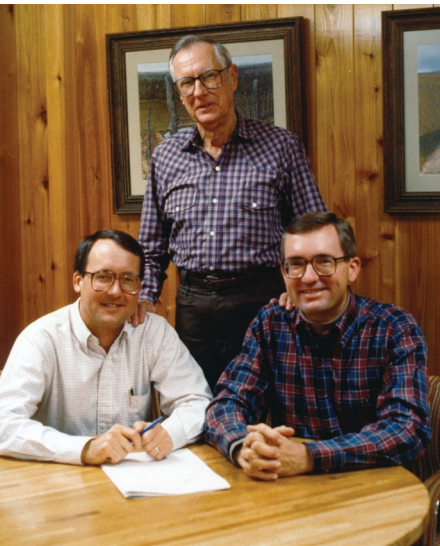
Photo: Dennis P. McCoy



By the end of the 80s, McCoy's opened its first stores outside of Texas in Arkansas, Oklahoma and New Mexico. In 1990, the chain added locations in Louisiana and Mississippi and had 95 stores in operation by year's end. According to National Home Center News, McCoy's Building Supply Centers was an "example of how regionalization within the home improvement industry was alive and well".

Photo: Stocking field fence in a McCoy's lumberyard.





# A STORY OF CHALLENGES

In spite of its standing as the third largest family-owned retail home improvement company in the nation, there were signs of challenges on the horizon with the impending departure of McCoy's founder and the implementation of a new business model by its primary competition. In the early 90s the small and mid-sized markets that were its sweet spot began attracting the attention of the Big Boxes and at 74, Emmett McCoy decided to retire from the business, leaving operations in the hands of Mike and Brian McCoy. The third generation responded with a slew of adjustments to prepare McCoy's for the new millennium.

Photo: From left, Brian, Emmett and Mike McCoy prior to Emmett's retirement.



McCoy's expanded its original "cash only" philosophy to begin offering credit to its professional customers, then 70% of its customer base. The company added a private label credit card for their consumer customers and an in-house credit program for commercial and contractor accounts and instituted online access to invoices.

Additional moves included adding an outside sales team, opening two Door & Millwork Manufacturing Plants, modernizing information systems and marketing functions, doubling its delivery fleet and ramping up employee training.

Photos: An easy-to-spot McCoy's green and yellow delivery truck (above), and a McCoy's CSR (Customer Sales Rep) studying blueprints (below).



At the top of the list were changes to its business plan and culture. The company's core focus was re-examined, and it was decided that leadership development would play a prominent role moving forward. In the mid 90s, McCoy's adopted a new philosophy to "Grow Self, Grow Others, and Grow The Business" in that order, incorporating the sentiment into its mission statement.

Photo: McCoy's Inside Sales Staff assisting customers.

1990s



McCoy's made several organizational moves, including the development of a senior-level corporate management team to help with operational decision-making. The company announced it had joined a dealer-owned buying group in order to gain lower prices from vendors and increase its product selection, a departure from its previous strategy of volume purchasing directly from manufacturers and the avoidance of outside representatives and wholesale distributors.

Photo left: Emmett at his ranch in West Texas

Worth Magazine:

Aquisitions of some 170,000 acres in Texas have been made in both Emmett McCoy's name and the name of McCoy Land and Cattle. Says the 73-year-old ex-roofer, "You can look at land...you can't sit and look at a stock."

As a way to position itself as a company focused on customer service, McCoy's developed a "Business as UnUsual" training strategy, teaching that customers need respect and appreciation as well as fair pricing and products they can count on. Note: Cataloged as Legacy Leadership since 2016, this philosophy is currently taught at the McCoy College of Business at Texas State University in San Marcos, Texas.

Photo: Loading up a customer in McCoy's drive-thru lumberyard.



1990s



McCoy's also took a critical look at the design and size of its stores during this time and set a new standard with 21,000 square feet of inside sales space and a five-acre full-service lumberyard. When several stores were retrofitted with a Contractor Sales Area, redesigned Paint Centers and new racking to improve product handling, the results brought sales increases and revamps were expedited to other stores.

Photo: Changing store front designs in the 1990s and early 2000s.

# A STORY OF BIG DECISIONS



**"We learned to take risks, fall on our face, and get back up. We went from over 100 locations to 83. And there were plenty of those in the industry predicting our demise."**

Photo: Brian McCoy (below)

Excerpt from Brian McCoy's Company History address at the 2017 Managers Meeting in Galveston Texas



2001



As is often the case, there were ideas that didn't work, including Installed Sales, two Pro-Only locations, in-store Rental Centers, Garden Centers and more. When 2001 saw a further decline in the nation's construction industry as a whole, and especially in McCoy's lead state of Texas, the number of stores fell from over 100 to 83, the chain pulled out of Louisiana, and sales fell to \$467 million.

In 2001, Co-President Brian McCoy, his wife Wetonnah, and their two children bought the company from Co-President Mike McCoy and the extended McCoy family. The restructuring of leadership within the company allowed Brian McCoy to continue the strategy of positioning the newly dubbed McCoy's Building Supply ("Centers" was dropped from the chain's name) as a hybrid between Big Box superstores and the traditional local lumberyard.

Photo: Mike McCoy, circa 1980



# A STORY OF PERSEVERANCE



In 2003, McCoy's focused on adding product selection for customers running farm and ranch operations. Expansions were made to include hunting, equine, livestock and poultry supplies, stock tanks, pens and rodeo equipment, feed and irrigation products. The McCoy family had a personal interest in ranching supplies, with substantial land holdings in West Texas and a traditional Black Angus cow-calf operation acknowledged for its strong focus on range management and stewardship.

Photo: McCoy's employees attend Priefert Equipment training.

2003



Construction on a three-story headquarters facility was underway when the national recession hit in 2008, and even as it opened its new headquarters, McCoy's, like many independent businesses, was forced to lay off a small portion of its workforce in 2009. During the following decade as the economy slowly rebounded and the company experienced renewed prosperity, McCoy's chose to improve its infrastructure instead of attempting to expand its store count. After nailing down a niche strategy, the company once again began opening new stores with locations in Taylor and Floresville, Texas in 2012 and 2013 respectively.

Photo: McCoy's Corporate Headquarters in San Marcos, present day.

**"All through the 90s and early 2000s Home Depot and Lowes entered our markets with a vengeance. We couldn't beat (them) in the retail game only. We looked like a lumberyard, and we needed to act like one."**

Brian McCoy, excerpt from an address during the company's 2017 Manager's Meeting in Galveston, Texas.

2009

Although new stores were stocked with twice as many products as older locations, McCoy's total SKU (or stock keeping unit) count was still a far cry from the selection offered by its huge competitors. In response, the company began carrying more professional-grade equipment and contractor-lengths of material in the first decade of 2000, in hopes of attracting and retaining its target audience of Born-To-Build customers. Outside the store, drive-through yards were upgraded and delivery turn times tightened.

Photo: McCoy's store interior 2003



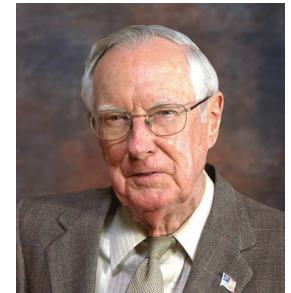
2005



Brian McCoy's daughter Meagan McCoy Jones joined the company full time in 2005 and was promoted to assistant store manager in 2007.

Photo: Meagan and Brian McCoy during her tenure as Assistant Manager at McCoy's Dripping Springs location.

2012



After his retirement, Emmett and his wife, Miriam, focused on philanthropy giving generously throughout their adopted hometown of San Marcos, Texas and to other causes close to their hearts. Emmett McCoy passed away in January 2012 at the age of 88.

Photo: Emmett McCoy



# A STORY OF RESOLVE

Meagan McCoy Jones transitioned to headquarters and by 2016 had grown into the position of Executive Vice President and Chief Operating Officer.



Following years of service in the U.S. Navy and U.S. State Department, Brian's son Reid McCoy, Board of Directors Vice Chairman, joined everyday operations in San Marcos in 2015. Along with his sister, he serves as a fourth-generation steward of McCoy's Building Supply and helps oversee its many investments outside the company, including ranching and real estate holdings.

Photo: Brian, Meagan, and Reid in the lobby of the McCoy's Building Supply Headquarters in San Marcos, TX.

2015

McCoy's Building Supply continued to develop new ways to serve its customers including rolling out their Buy Online, Pickup in Store option in 2020 while navigating a global pandemic. The company stayed agile in a variety of ways throughout this uncertain time from adjusting store hours as needed to developing a process for curbside delivery of smaller items. Consumer sales increased as customers chose to tackle home improvement projects while staying home. With Brian McCoy as CEO, McCoy's Building Supply hit a new milestone: \$1 billion in annual sales.

Photo: Curbside pickup, Lumberyard style at McCoy's San Marcos, TX location



2020

In 2015, McCoy's began operating internal distribution centers and the decision to bring estimating in house came to fruition with the establishment of McCoy's Estimating and Strategic Accounts Departments. The company developed a comprehensive 18-month management training program in 2016 and continues to add product lines.

Photo: McCoy's Pharr Re-Load Center

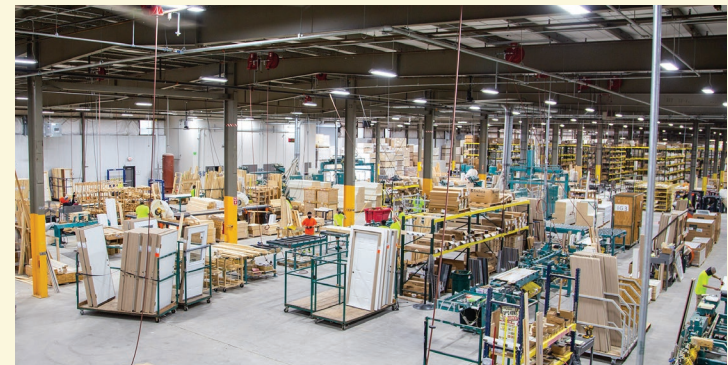


2017



The company's Door and Millwork facility in New Braunfels, TX moved into a larger facility with state-of-the-art manufacturing equipment allowing for a substantial increase in efficiency and production capacity. The facility produces custom and standard interior and exterior door units for builder and remodeler customers for the majority of McCoy retail locations.

Photo: Inside the new McCoy's Millwork facility in New Braunfels, TX.





# MCCOY'S TODAY

"A company like ours doesn't succeed over this many decades without hard work, hustle, and the deep loyalty of our team and trust of our customers. I've grown up at McCoy's with the patience, help, and support of so many. Through them I fell in love with our business and industry. Being a private, family company is an advantage and privilege, and we don't take that for granted.

We continue to invest in upgrading stores, building stores in new markets, and growing our distribution, manufacturing, and delivery service so customers can count on McCoy's for decades to come."

Quote from Meagan McCoy Jones in her CEO announcement press release.

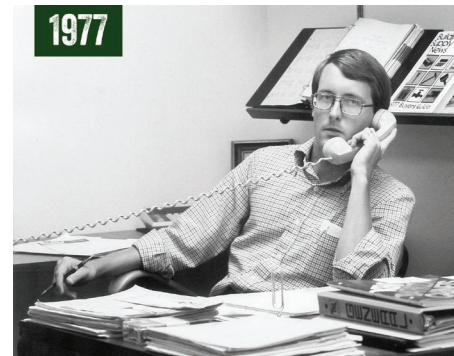


2022



In June 2022, Brian retired as CEO after 50 years with the company to serve solely as Board Chair. Meagan McCoy Jones succeeded her father as President and CEO becoming the 4th generation of her family to lead McCoy's Building Supply.

Photo: Brian McCoy photographed in his office in 2022.



Since 1927







## Growing Our Future Podcast – Episode 7 Written Marketing Plan Assignment

### I. Purpose

For this assignment, you and your teammates will research and present a written marketing plan for an agricultural product, supply, or service within our local area. The objective of this activity is to encourage you to explore and prepare for possible careers in agri-marketing and to demonstrate your understanding of the marketing plan process.

### II. Assignment Instructions

- A. Teams should select an actual local agri-business, either an existing or start-up enterprise, that serves the community and decide on the product or service for the marketing plan. Teams should work with an off-campus organization; they should not use their chapter as a client.
- B. A marketing plan is concerned with the future. Historical information is very valuable, but the actual plan must be a projection.
- C. The project outline should include the following aspects of the marketing process:
  - i. **Brief description of product or service** (product/service attributes: size, quality, etc.) – 5 points
  - ii. **Market analysis** – 30 points
    - Client's status in current market
    - Industry trends
    - Buyer profile and behavior
    - Competition's strengths and weaknesses
    - Product's/client's strengths and weaknesses
    - Research results (from local and published resources)
  - iii. **Business proposition** – 10 points
    - Key planning assumptions
    - Short and long-term goals - must be measurable, specific, attainable and have completion dates
    - Target market – identify specific market segments which achieve the goals
  - iv. **Strategies and action plan** – 25 points
    - Product
    - Price
    - Place
    - Promotion
    - Position
  - v. **Projected budget** – 15 points
    - What will the strategies cost?
    - Pro forma income statement which details the realistic costs and returns of the marketing strategies
  - vi. **Evaluation** – 5 points
    - Establish benchmarks to track progress toward goals

- Identify specific tools to measure established benchmarks
- Recommendations for alternative strategies, if benchmarks are not reached

vii. **Technical and business writing skills** – 10 points

III. **Formatting**

- A. The document should not exceed eight (8) single-sided, 8.5"x11" pages and must be ten point or larger type size.
- B. Different formats and page layouts can be used as long as the document does not exceed the equivalent of eight (8) single-sided, 8.5" x 11" pages.
  - i. **Title page - 1 page**
    1. Project title, Chapter name, Chapter number, Year
  - ii. **Text and appendices - 7 pages**
    1. Marketing plan, Surveys, Graphs, Maps, Promotional pieces
  - iii. **Written expression is important. Attention should be given to language, general appearance, structure, and format.**

## WRITTEN MARKETING PLAN SCORE SHEET

**Business Name** \_\_\_\_\_ **Team Member Names** \_\_\_\_\_

	<b>Points Possible</b>	<b>Points Earned</b>	<b>Comments</b>
<b>DESCRIPTION OF PRODUCT/SERVICE AND CLIENT STATUS</b>	<b>5</b>		
<b>MARKET ANALYSIS</b>	<b>30</b>		
Client's status in current market	5		
Industry trends	5		
Buyer profile and behavior	5		
Competition's strengths and weaknesses	5		
Product's/client's strengths and weaknesses	5		
Evidence of Research by team members	5		
<b>BUSINESS PROPOSAL</b>	<b>10</b>		
Key planning assumptions	2		
Short and long-term goals	4		
Target market	4		
<b>STRATEGIES AND ACTION PLAN</b>	<b>25</b>		
Product	1		
Price	7		
Place	5		
Promotion	7		
Position	5		
<b>BUDGET</b> (income statement, costs, returns, accuracy)	<b>15</b>		
<b>EVALUATION</b> (means to measure progress, contingency plans)	<b>5</b>		
<b>TECHNICAL &amp; BUSINESS WRITING SKILLS</b>	<b>10</b>		
<b>Deduction</b> – Written plan received after submission deadline. Deduction of 30 points from written plan score.			
<b>Deduction</b> – Incorrect format (exceeds eight pages, document text is less than 10 point font) 10 to 30 points			
<b>WRITTEN PLAN TOTAL POINTS</b>	<b>100</b>		