

## Speedy approach to tackling Goliaths

**PolyCello**  
**www.polycello.com**  
**Location** Amherst, N.S.  
**Size** 350 employees  
**Sector** Flexographic printing and the manufacture of flexible packaging  
**Market** North America

"It's not the big that eat the small. It's the fast that eat the slow," says Stephen Emmerson, president and CEO of PolyCello. "We are a very fast company. Speed to market. Getting our customers what they need in a very efficient and timely manner will continue to help drive our success."

It's a strategy that has served the third-generation family business well. With 350 employees, it competes in the land of Goliaths, going up against businesses 20 times its size. In fact, PolyCello's client list reads like a Who's Who of North America's biggest players in the frozen food, private label grocery, pet food and lawn care industries, providing the latest in flexible packaging.

Each year for the past 15 years, PolyCello has averaged 10% profitable growth. "As we go forward we want to make sure we continue to be in tune with our customers, that we get out there and do our market research. You have to figure out where the market's going, what customer demands are and then be prepared to meet those demands," Mr. Emmerson says. "In the flexographic industry, there are a thousand different product lines we could supply to. We pick a handful. We take a sniper approach, where we pick a market and we pick the customers in that market that we want to do business with and then aggressively go after them."

PolyCello is also aggressive in reducing its environmental footprint. It was one of the first companies in its industry to achieve ISO 14000 environmental certification. A strong emphasis on corporate culture is another hallmark of Poly-



**Stephen Emmerson, CEO and president of PolyCello.**

Cello. "Our employees care about each other, the company, our customers and our community. Customers appreciate the exceptional quality and service we offer, but it's the human touch that is the real strength of our organization. When you are able to go that extra mile because you've hired the right people who have a concern for themselves, their colleagues and then extend that to your client base — that's what sets you apart." *Mary Teresa Bitti, Financial Post*

## Strategic moves bring down barriers

**Quantum Murray LP**  
**www.quantummurray.com**  
**Location** Toronto  
**Size** 750 employees  
**Sector** Demolition and environmental sector  
**Market** National

During the past two years, Quantum Murray LP (QMLP) has dramatically increased its capabilities and revenues through strategic acquisitions.

"We've grown the company by merging with two other Canadian companies," says Shawn Murray, president of the company formerly known as Murray Demolition LP, which he founded in 2002. With \$200-million in annual revenue, Quantum Murray is the largest operator in the decommissioning (demolition, remediation, scrap metal) sec-

tor in Canada. The first merger was with Quantum Environmental Group Inc., a national remediation company with the majority of its strength in British Columbia and Alberta, with some Ontario presence.

"Their geography is an area that we wanted to expand our demolition services into, which made for a very good national fit that let us expand our demolition service lines right across Canada. At the same time we put their remediation services into our offices," Mr. Murray explains. "Since Quantum's revenues and ours were about the same, we instantly doubled both our capacity and revenue."

The main byproducts from both remediation and demolition include scrap metal, waste management and transportation. Both Quantum and Murray were using third parties for these services. With the acquisition of Thomson Metals and Disposal, "we internalized all those waste streams," Mr. Murray says.

Since Quantum Murray provides services across Canada with all three business lines, it is weathering the economic storm fairly well, Mr. Murray says. "Each line has its strengths in different regions of Canada. For example, remediation in Alberta and British Columbia is still very strong, and scrap metal is showing positive growth for us in British Columbia."

"Presently, demolition in Ontario has suffered a large drop but oil and gas is growing in Alberta, so we are taking a lot of company assets in demolition and moving them into Alberta." The company is also working on infrastructure projects for the 2010 Olympics in British Columbia.

Traditionally, the bulk of Quantum Murray's projects have been in Canada's core cities. Looking forward, Mr. Murray plans to continue its expansion into government infrastructure in the northern regions of the country. "Our company motto is 'no fixed address,'" Mr. Murray says. "We're a very nimble, mobile organization." *Dev Cléna, Financial Post*

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