

It's a Moving Experience, Part 1

Moving after 75 years: Lessons from W.H. Bagshaw's Big Leap



After 75 years in the same Nashua, New Hampshire building, W.H. Bagshaw decided it was time for a change — a move both bold and strategic. Vice president, Adria Bagshaw, shared how the family-run company prepared for the transition, offering practical lessons for any manufacturer facing a major move.

Start with the Numbers

Adria, along with her husband and W.H. Bagshaw's president, Aaron Bagshaw, began by taking a close look at the company's finances — literally line by line. Adria shared, "I dumped our income statement into an Excel spreadsheet and went through it with the team." The goal was to see how each expense might change in a new facility. That exercise revealed both short-term costs and long-term savings. "We knew our old building needed a new roof and boiler," she explained. "So, while the move was expensive, it was the right strategic decision."

Shop Around. Even If You Love Your Bank

The company sold its longtime building and took on a larger its mortgage. Adria's advice: never assume loyalty equals the best deal. "We loved our bank," she said, "but we still shopped the loan. Because of that pressure, they gave us a much better rate." W.H. Bagshaw also secured participation from the state's Business Finance Authority, saving tens of thousands in early interest.

Visit Other Shops

Before finalizing plans, the W.H. Bagshaw team visited other manufacturers to learn from their experiences. Fellow PMPA member, Reader Precision in Elkhorn,

Wisconsin opened their doors to the Bagshaws to share their moving experience. There was one hot topic: floors. "Everyone had a different opinion — polished concrete or epoxy," Adria shared. "We went with epoxy. It wasn't cheap, but it was the right fit for us."

Use Your Own Resources

W.H. Bagshaw turned inward for help. A young machinist with architectural training designed the plant layout which saved time and

money. "He was proud, and the team loved being part of the process," said Adria. Employees also worked overtime on weekends to clean, paint and set up the new facility, reinforcing the company's culture of ownership.

Keep Everyone Involved

To make sure no detail was overlooked, the layout was printed large and posted in the shop. "We gave everyone sticky notes to add suggestions," Adria said. "The people using the space caught things we might have missed."

Moving after three-quarters of a century wasn't easy, but for W.H. Bagshaw, it was energizing. As Adria put it, "When your whole team helps build the future, the move isn't just physical, it's transformational." **P**



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