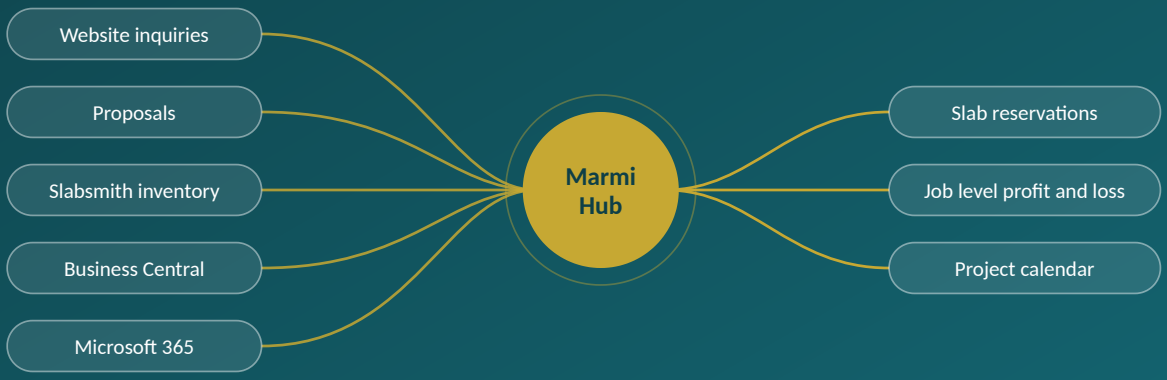
A TWINENGINES CASE STUDY

Every Slab, Every Job, Every Margin: How Marmi Stone Gained a Clear View of Its Business



4	Job level	1
business units on one platform	profit and loss	reservation system for slabs

ABSTRACT

Marmi Stone sources natural stone from more than 40 quarries and runs four business units, from slab sales to fabrication, installation, custom imports and fireplace components. As the business grew, leadership wanted to respond to customers faster, move from quote to job with less delay, turn inventory into revenue and see how every job was performing, while its ERP version reached the end of vendor support. TwinEngines moved Marmi to Microsoft Business Central and built Marmi Hub, a central hub for quoting, CRM and scheduling that connects to project accounting and slab inventory. Leadership now sees the profit on every job, who has reserved each slab and where every project stands.

At a Glance

The story in five cards

Project

Faster response to customers, a faster path from quote to job, and inventory converted into revenue, through a central hub for sales, quoting, scheduling, inventory, production, job costing, shipping and invoicing, with reporting that shows leadership how the business is performing.

Industry

Supply Chain and Manufacturing: natural stone importing, fabrication and installation

ERP and Integrations

Microsoft Business Central, Slabsmith, Microsoft 365

Results

Leadership visibility across pipeline, projects, reservations and schedules. A profit and loss for every job. One reservation system for slabs. Tasks and a calendar from templating through installation.

Workbench Capabilities

Workflow Management, Document Management, Collaboration, Analytics & Data, Integrations

Overview

A stone business built on expertise

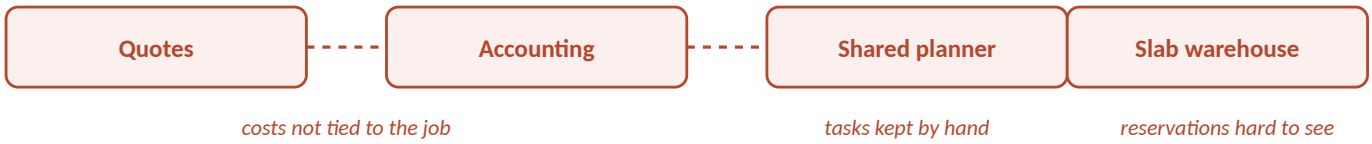
Marmi Stone is one of North America's leading sources of architectural limestone, marble and granite, with roots in Cairo, Egypt and North American headquarters in Atlanta. Designers, builders and fabricators rely on the company for stone that is hard to find elsewhere.

Four business units draw on one inventory. Slab sells material directly. Fab and Field Services cuts stone to specification and often installs it. Custom manages high end imported tile and stone programs fabricated overseas. Additions offers mix and match fireplace components.

A Business Built on Expertise

Growth raised new questions

Every Marmi project starts with a particular slab, a particular design and a particular customer, and the team knows stone better than any software package does. As the company grew across four business units, leadership wanted its systems to carry more of that knowledge. Three questions kept coming up.



Slab visibility

Which slabs are in the warehouse, which are reserved, which are on jobs, how were they fabricated and where are they headed? Standing in front of a slab, a salesperson could not easily tell whether a colleague had already reserved it.

Job profit

Quotes rested on careful estimates of slab, fabrication and installation. Actual costs landed in the accounting system without being tied to a job, so learning whether a job made money took real effort. Projects change constantly, and invoices keep arriving until the end.

Project tracking

Each job runs through templating, client approvals, production, delivery and installation. Those tasks lived in a shared planner kept up by hand, and the planner grew with the business.

Two other facts shaped the work. The ERP version Marmi ran had reached the end of vendor support. And while slab fabrication software handles production well, the rest of how Marmi buys, sells, ships and installs stone needed something built around it.

What Leadership Wanted

Four objectives

1. **Velocity**
   Respond to customers faster, move from quote to job, and convert inventory into revenue.
2. **A central hub**
   One place for sales activity, quoting, opportunities, scheduling, inventory, production, job costing, shipping and invoicing.
3. **Visibility**
   Near real time reporting across the business, including slab inventory, reservations and the true profit of every job.
4. **Predictable cost**
   A monthly pricing model that supports budgeting.

What We Built Together

Shaped around Marmi's own process

Dedicated Solution Architect | **Working software every week** | **No technical background needed**



A dedicated Solution Architect guides the work in weekly iterations with Marmi's finance and IT leaders, mapping systems, processes and roles and deciding what to build next. Each capability below was shaped around Marmi's own process and vocabulary.

1. **Inquiry** ▶ 2. **Proposal** ▶ 3. **Slab reserved** ▶ 4. **Job budget** ▶ 5. **Calendar** ▶ 6. **Job profit**

A supported ERP

TwinEngines migrated Marmi from its legacy Navision system to Microsoft Business Central, which gave each job a financial home in project accounting.

Marmi Hub

Workbench capabilities, hosted in an Azure environment that Marmi owns and TwinEngines manages, gave the work a head start: accounts, contacts, opportunities, proposals, sales releases and jobs, each with email tracking, document storage, notes, tasks and a timeline. TwinEngines then shaped them around Marmi.

Proposals that carry through

Reps build proposals in Marmi Hub the way Marmi quotes today. Slabs, fabrication steps and estimated freight become line items in the Business Central project budget, so the quote and the cost record start from the same numbers.

Job costing

Because every proposal line becomes a budget line, each project can set estimate against actual cost, freight included, and produce a profit and loss. TwinEngines also configured accounting so each business unit receives credit for its part of a project, such as Slab when its stone is used in a Fab and Field Services order.

Slab inventory and reservations

Marmi Hub connects to Slabsmith for serialized inventory. A received slab arrives with a photo taken at receiving. A central reservation system tags each slab to a customer and an opportunity, so a salesperson can see what is already spoken for. Cut remnants return to inventory with photos.

Scheduling

Each sales release, such as a kitchen, generates tasks for templating, client approval of the cut layout, production, delivery and installation. Slab pickups and inbound containers share the same calendar, color coded by task type. When one date moves, the calendar shows what sits downstream, so schedulers, project managers and customers can decide together how to adjust. A weekly task prompts each project manager to update the customer, and a weekly management report shows which projects are due.

Sales management

Reports set each rep's goals for proposals, orders and sales releases against actuals and support commission reporting.

Dashboards

A sales rep opens one screen and sees estimates ready for review, opportunities that have gone quiet, balances due, jobs waiting on a signature, delivery dates that have passed or are unconfirmed, slab reservations and deposits. Each item links to the proposal or job behind it. Owners see the whole company and can narrow by rep, account, business unit, region or job, or search any name or number.

Hardest technical piece

Moving to a new ERP while tying it to job costing. Every proposal line item had to map to the project accounting records, and the business unit revenue sharing had to reconcile. Leadership's view of job profit depended on both.

Hardest piece on the client side

Adoption. Getting every team working in the same system takes steady training and attention, and the profit, reservation and schedule views draw on what each team records.

What began with the ERP and job costing has expanded to scheduling, sales reporting and dashboards, each added as the business asked for it.

Inside Marmi Hub

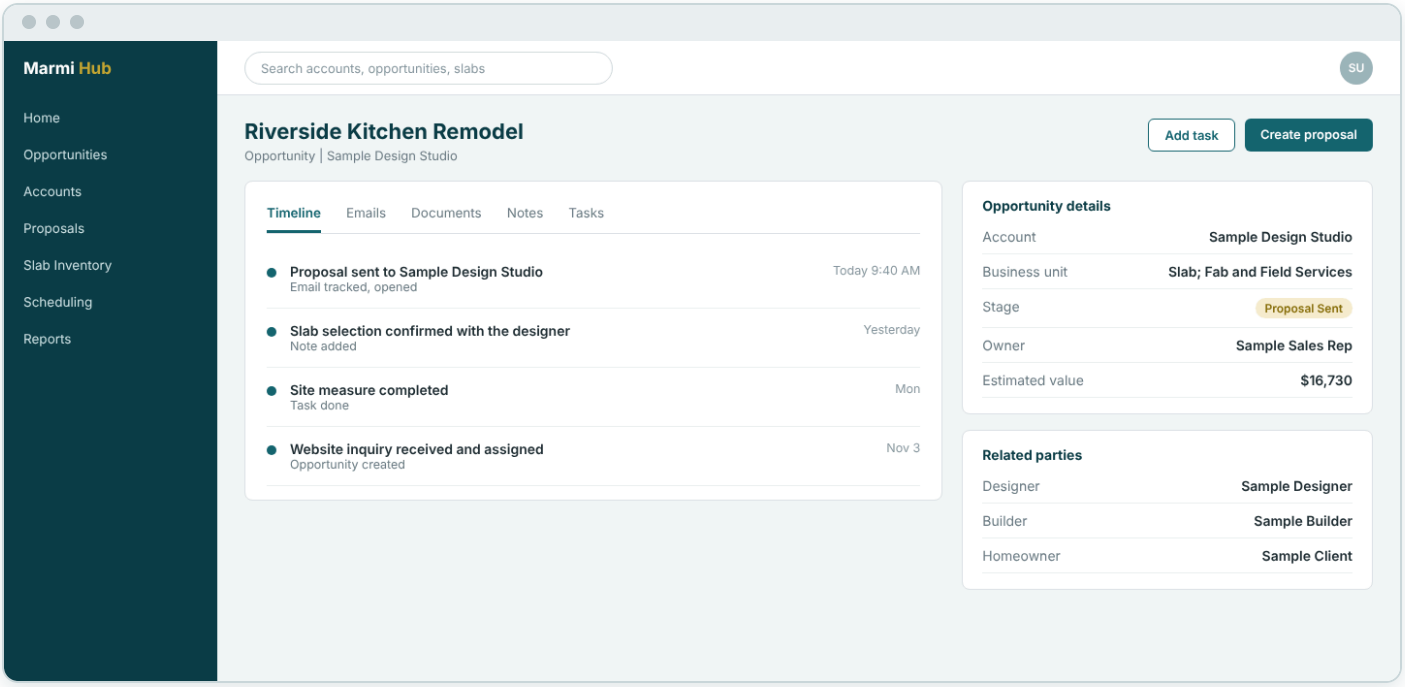
Where the work happens

Accounts and contacts
Customers, designers and builders in one place

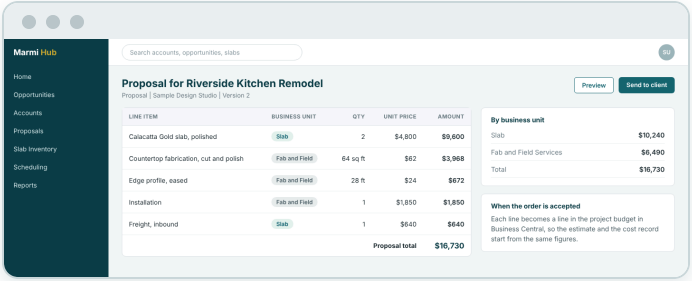
Opportunities and proposals
From first inquiry to accepted order

Email, documents, notes
Tracked on each record

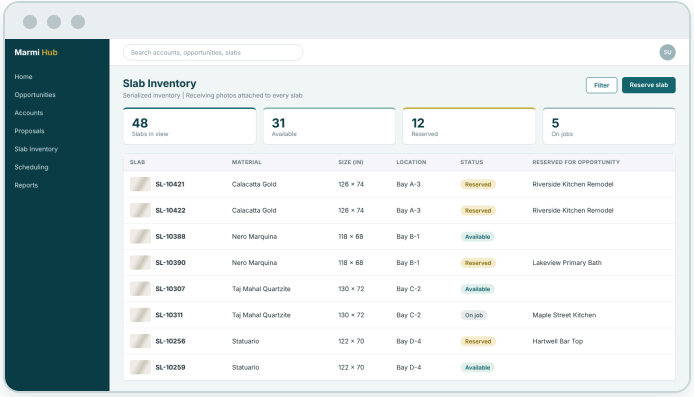
Tasks and timeline
What happened and what is next



Marmi Hub opportunity record. Illustrative screen with sample data.



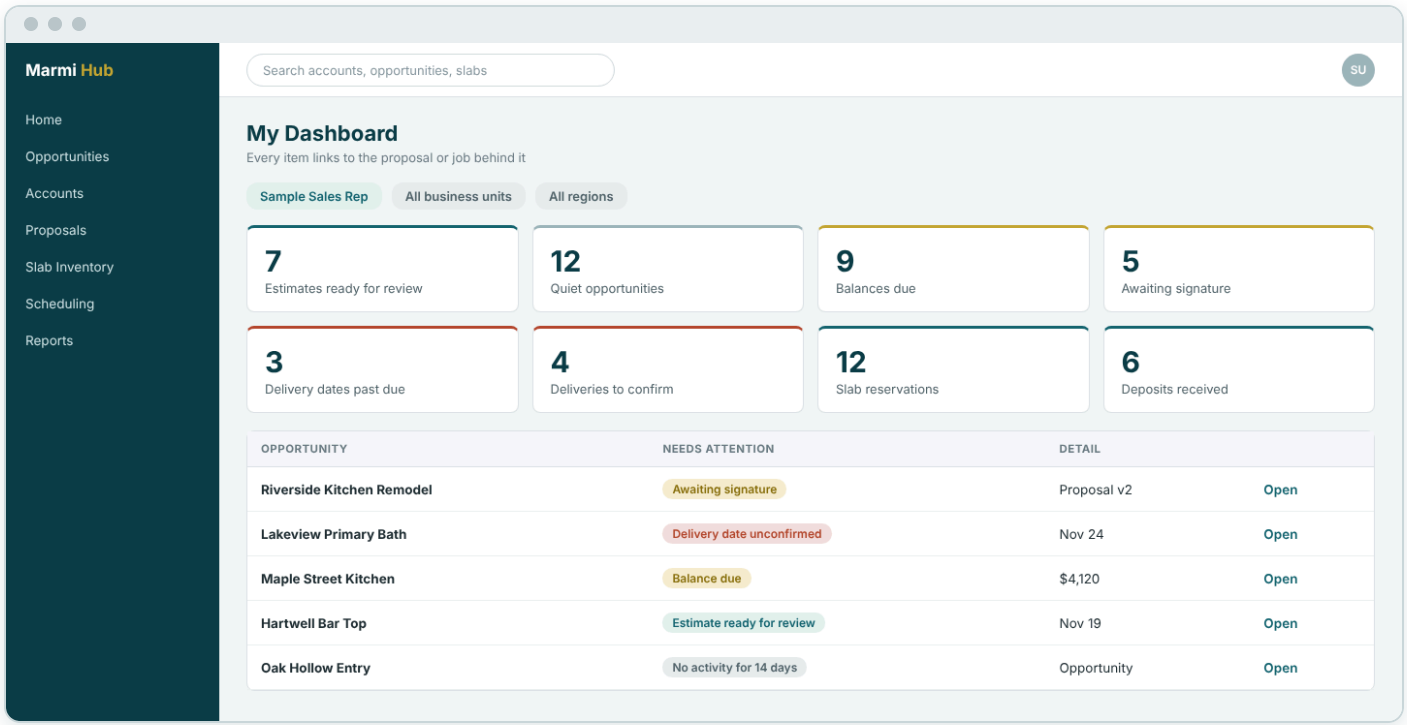
Proposal lines by business unit. Sample data.



Slab inventory and reservations. Sample data.

What Leadership Can See

One screen for every rep, every owner



Rep dashboard. Illustrative screen with sample data.

Pipeline
By rep, account, business unit or region

Projects
Every job and where it stands

Balances
What is due and what is signed

Reservations
Which slab is held for which opportunity

Schedules
Dates and what sits downstream

What Changed

Each question, answered

4
business units on one platform

Job level
profit and loss

1
reservation system for slabs

Answers come from looking, not asking.

Before			With Marmi Hub
Slab visibility	Reservations hard to see across the sales team	→	One reservation system showing which slab is held for which opportunity
Job profit	Costs held in accounting, not tied to the job	→	Estimate against actual on every project
Project tracking	Tasks kept by hand in a shared planner	→	Tasks tied to each sales release on a color coded calendar
A current ERP	Version at end of vendor support	→	Business Central with project accounting

Leadership sees the business. Pipeline, projects, balances, reservations and schedules appear in one set of views, by rep, account, business unit or region. Answers come from looking, not asking.

Margins explain themselves. The team can see where an estimate and the outcome diverged and carry that into the next quote.

Slabs are accounted for. Reps can see who holds which slab for which opportunity.

Dates move with context. Templating, approvals, production, delivery and installation sit on one calendar, so a change shows its downstream effect.

Goals are measured. Each rep's proposals, orders and sales releases sit against their goals on the same data.

Built

Business Central migration, Marmi Hub, proposals into project accounting, Slabsmith connection, scheduling, sales reporting and dashboards.

Extends to

Quoting for the Custom and Additions business units, and tracking imported containers from the water to the warehouse.

Ongoing

A Solution Architect who keeps meeting with Marmi each week and adds workflows as the business grows.

The Bigger Picture

What the engagement meant

Marmi's accounting and slab systems each did what they were built to do. The gap sat between them and the way a slab actually travels through the business: chosen, reserved, templated, approved, cut, shipped, installed and paid for. Marmi Hub closed that gap around Marmi's own process. A salesperson standing in front of a slab can now see whether it is spoken for, which is more than most slabs can say.

Industry: Supply Chain, Manufacturing (natural stone importing, fabrication, installation)
ERP: Microsoft Business Central · Integrations: Microsoft 365, Slabsmith
Workflow: Sales, Operations, Financial, Custom · Outcomes: Visibility, Accuracy, Automation, Scalability