



Manufacturing / Industrial Case Study

Business Problem:

A \$500M PE-Backed Manufacturer of Precision Metal Components Needed to Accelerate Organic Growth in Order to Meet a New Parent Company's Expectations and Realization of the Deal Synergies.

VERTICAL:  Manufacturing

MARKET:  Industrial

NLP SERVICES:  Strategy Execution  Commercial Excellence

CLIENT

The company historically grew at GDP growth rates, and newly acquired companies added to the portfolio were typically entrepreneur-owned with limited investment in sales and marketing and customers geographically based closed to the plant.

Go-to-market strategies often leveraged a manufacturer's representative model with an inside sales and engineering function located at the plant

The company followed a decentralized business model which encouraged independent commercial strategies aimed at maximizing individual plant location performance.

Commercial leverage across the 20 locations was difficult due to the siloed sales and marketing teams, limited information technology transfer, no common CRM system, and an 'analog' marketing process.

Sales strategies were not coordinated to a targeted segment and remained localized at the plant level.



APPROACH

Commercial excellence (and SDP) were implemented across all 20 plant locations.

A trademarked market basket approach was launched across the company. Industry segment branding was implemented in 3 target segments.

CRM, value selling, and sales productivity tools were adopted.

Channel strategy was updated to minimize use of manufacturers' reps and expand distribution relationships.

Digital marketing including e-commerce, catalogs, SEO, PPC, videos, and social media were expanded.

Pricing excellence initiatives modernized pricing practices, extracting full value for company's goods and services.

THE RESULTS

- The company **grew at 9%** from compared to market growth of 3% and experienced **26 consecutive months of growth**.
- The company grew cross-sell revenue (customers buying from 3 or more sites) **35% faster than overall revenue**. Nine of ten top customers buying across the most sites grew 15%.
- **Gross margins grew 11%** from pricing and product mix actions
- Brand awareness grew with 4 0,000 new customer introductions.
- **40% of customers downloading digital CAD drawings placed an order within 6 months**.
- Sales funnel value increased 40%.
- **E-commerce revenue tripled** and website traffic grew 18%.

