



## Manufacturing / Industrial Case Study

### Business Problem:

A \$15M Precision Metal Products Manufacturer Produced Four Product Lines, and Revenues Had Been Flat to Declining for at Least Five Years.

VERTICAL:  Manufacturing

MARKET:  Industrial

NLP SERVICES:  Strategy Execution  Commercial Excellence

### CLIENT

Plant operations had improved over the years, reducing costs and improving service levels, but EBITDA expectations had not been met.

The customer base was mature and limited new opportunities came into the business.

The company had stretched its resources across all four product areas, equally focusing its efforts on both undifferentiated and relatively unique products.

The management team was mature, with an average of 20 years of tenure. The team had an entrenched culture of “we’ve always done it this way”.

The P&L owner recognized he needed to build more accountability and discipline into his operating mechanisms.

### APPROACH

The team developed a new strategy that focused on only two of the four product lines: These product lines contributed twice the unit gross profit.

Strategy deployment was introduced to the team. The team gradually learned and applied the Lean principles.

### THE RESULTS

- **Sales revenues exploded** with the targeted two customers for the two focused product lines.
- The new sales and marketing resources and the new SDP tool energized the legacy team and **created a growth mindset culture**.
- **Sales revenues grew 25%** over the 3-year period with its top customer doubling sales in the first year.
- **EBITDA growth exceeded revenue growth** due to the higher inherent margin of the product line and additional operational productivity.

