

CLIENT SUCCESS STUDY

CONSTRUCTION PERFORMANCE TURNAROUND

FOCUSING ON THE BOTTOM-LINE

The Situation

The client company is a mid-market designer, fabricator, and installer of custom counter tops, both commercial and residential. The client's company was comprised of several small operations. While they were able to cover fixed and variable costs, little, if any, profit was being realized.

The Challenge

The consulting team was tasked with assessing the needed changes in:

- Order Entry
- Customer Service
- Production Planning
- Inventory Control
- Production
- Installation Scheduling

During the analysis, the team found there were very few management controls in place throughout the company, and a lack of management skills in the supervisory staff. In addition, poor communications existed between the Customers, the shop, and the installers, which resulted in high levels of rework and rescheduling. Employees throughout the organization, had no clear cut descriptions of their individual roles & responsibilities. Overtime and operating expenses were out of control.

The Approach

The assignment was undertaken with the objective of achieving a "Focused Bottom-Line" resulting in increased capital and a finely-tuned internal operations system.

The client sought to increase sales, while at the same time raising production levels to meet demand. Additionally, to improve customer service, and improve communications between the customers and the installers.

In order for the client to achieve the desired goals, in which the employees treat the business as their own, the consulting team implemented:

- Complete and accurate systems
- Clearly defined roles & responsibilities
- Highly trained management team with a sense of "shared risk"

The Results

In the ensuing four (4) months of the project, the consulting team insured key components were put in place, in order for the client to operate at the desired level of sales:

- A well-trained management staff.
- Effective high-volume job scheduling.
- An efficient, productive workforce.
- An accurate, effective inventory system.
- Standardized work methods and processes.
- Thorough management reporting.

The results achieved by the client and consulting team were significant:

- Order entry time was reduced by 40%
- Targets were set and measured for 100% on-time delivery, with Zero reworks
- Sales increased by 22%, with greater customer retention.
- Operating expenses were reduced by 37%
- Plant productivity improved by 27%
- The client achieved a 3.7:1 ROI



"the systems and tools have been very effective in increasing our production, as well as improving customer relations and employee morale"



Targets were set and measured for 100% on-time delivery, with Zero reworks.

**SOLVING YOUR COMPLEX
BUSINESS PROBLEMS**

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**S T R A T E G Y , T R A N S F O R M A T I O N S &
P E R F O R M A N C E T U R N A R O U N D S**

ABOUT GORDIAN TRANSFORMATION PARTNERS

Gordian Transformation Partners is a boutique management consulting firm that integrates traditional management consulting disciplines with high-impact leadership practices and breakthrough thinking tools for mid-market clients. The result is a powerful consulting process that enables CXO's to solve their toughest business challenges with speed, efficiency, and economy.

Gordian Transformation Partners is headquartered in Atlanta, GA. We draw on the knowledge and experience of our consultants, whose skills span the initial generation of ideas and insights all the way through to detailed implementation. Gordian's consultants have lead transformation and turnaround initiatives for over 500 Global 1000 and mid-market companies in Australia, Belgium, Canada, Cyprus, Denmark, Finland, Hong Kong, Indonesia, Italy, Jamaica, Malaysia, Mexico, the Netherlands, New

Guinea, New Zealand, Norway, Portugal, Singapore, Spain, South Africa, Sweden, Trinidad, the United Kingdom, and the USA.

Gordian's consulting expertise addresses every area of your enterprise, from developing a transformation strategy to make your organization more customer-focused, to optimizing your supply chain investment, with the tools and expertise to help you reach your objectives.

Gordian draws on the knowledge and expertise of our consultants, whose skills span a wider range of capability than many other major consulting firms. The disciplines of Gordian's consulting specialists are underpinned by deep change management experience - managing risk, mobilizing staff and integrating initiatives to deliver sustainable change quickly.

Gordian Transformation Partners assists clients on a wide array of issues and problems, regardless of industry vertical. Gordian's

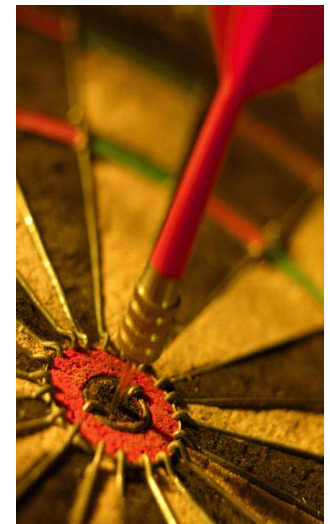
consultants' capabilities have been developed through years of experience creating solutions for the most complex, fundamental problems facing companies today.

Gordian Transformation Partners is focused on what is most important to senior executives and their organization:

- Enterprise Transformation
- Customer Driven Transformation
- Strategy
- Change Management
- Business Process Management
- Performance Turnaround
- Behavioral Development

Gordian Transformation Partners:

- *Help organizations produce extraordinary business results, while connecting and enriching the lives Gordian Transformation Partners touch.*
- *Works in a dynamic team environment, where you and your management team share substantially in the economic value that you help create.*
- *Trains and develops you and your management team, to realize your fullest potential.*
- *Transforms your organization to a collaborative, high-energy, and fulfilling work environment.*



Is your business on target with your vision and customer expectations?

**Contact Gordian at:
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