

## CLIENT SUCCESS STUDY

CONSUMER PRODUCTS ENTERPRISE TRANSFORMATION

### PREPARING FOR GROWTH

#### The Situation

The client was a small “family run” manufacturer of custom sauces and dressings. With their business beginning to shift to larger customers, the CEO felt they did not have the necessary systems and controls to manage the growth. Profitability was a must, as they needed cash to finance the growth process.

#### The Challenge

With the business ramping up at a rapid pace, immediate family members were being placed in roles, for which they had no training, and there were no business systems to guide them. As such, the management team did not have the skills or training to run a food processing plant. Manufacturing costs were beginning to soar, and out of proportion to the level of production.

While most of the management team was family, they did not work together as a team. Communication between managers was not focused on improving costs, service and quality. Customer service was slipping, as was employee confidence.

Sales were shifting to large accounts, away from the custom accounts that formed the business base. There was no system for managing sales, and new product formulation was not managed. Customer product development time had increased and customers were choosing other vendors.

#### The Approach

The engagement team first focus was to work with senior management and develop an overall strategy for the company, with

detail focus on market strategy and product development based upon existing and projected manufacturing capability and cash flow. A sales management system was implemented; sales territories and responsibilities were revised to meet the sales and marketing plan.

A management control system was developed and implemented to provide better visibility in production planning, and to control manufacturing costs. Additionally, roles and responsibilities were clearly defined, as the new organization structure was rolled out.

#### The Results

Within five months, the company had completely transformed itself from a family run small business to a well-run mid-market corporation.

Operating costs were reduced by 35%, thus providing the funding for needed expansion and re-tooling. Revenue had grown 25% over the previous quarter. Both due to a very focused management team, that meets weekly to review key operating metrics and customer order forecast.



Sales were increasing, while production costs were soaring disproportionately.

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Production controls assisted in controlling new product formulation.

**SOLVING YOUR COMPLEX  
BUSINESS PROBLEMS**

Gordian Transformation Partners Inc.  
10 Glen Lake Parkway  
Suite 130  
Atlanta, GA 30328  
Phone: 678-353-3378  
Fax: 678-222-3401  
Email: sales@gtpsolutions.com

**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

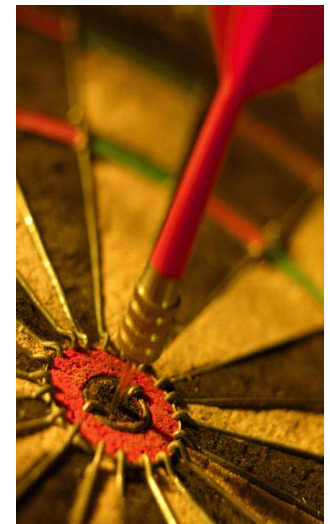
consultants' capabilities have been developed through years of experience creating solutions for the most complex, fundamental problems facing companies today.

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:  
sales@gtpsolutions.com**