

## CLIENT SUCCESS STUDY

MANUFACTURING ENTERPRISE STRATEGY &amp; TRANSFORMATION

## SAILING TO A RAPID SUCCESS

**The Situation**

The client is a mid-market manufacturer of foam centered board used in the sign industry. The company commands about 10% of the market share.

Growth has been driven by an "order taker" approach without a clear market strategy. Their sales have grown by 20% annually, and the company continued to show solid profitability. However, they have no sales management process in place, and are unsure what is driving their sales growth.

**The Challenge**

The analysis team quickly identified that the company was growing and making money despite itself. Little was known about the client's market space. No work had been done towards developing an understanding of the market space; at no time had an enterprise strategy or market strategy been developed. The client was clearly "sailing into unknown waters".

Management systems and controls were not in place throughout the organization. Roles & responsibilities for the management team were not clear, nor understood.

**The Approach**

The first priority, of the fourteen (14) calendar week project, was to define the market place through a thorough assessment of the regional sales territories. By translating that market information, an overall strategy was developed for the enterprise, with specific direction in market strategy.

The strategy was then translated into opera-

tional roadmaps for each sales territory. Each territory sales team refined their respective roadmap into short-term action plans and key metrics to target.

Through the implementation of these strategies, a system for measuring and managing sales performance by region, product, and distributor was implemented. This gave the client a structured approach for assessing each sales region and resulted in the creation of a new field sales management role and improvements in the sales support systems.

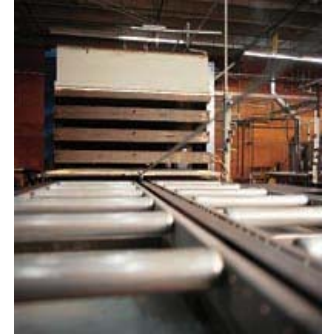
The second priority was to develop a cohesive management team, each working together, and "rowing the boat" in the same direction.

Through the implementation of an executive management committee, the management team sat down together, for the first time, each week to review performance and plan improvements. The development and implementation of new roles & responsibilities assisted in this new executive management process.

During the project the executive team participated in executive development training workshops (2 times per week for 2 hrs) and individual follow-up in their work environment to further sharpen their skills.

**The Results**

The results of the three month project were substantial. Through the restructured sales support system, that gave the client the ability to rapidly follow-up on sales leads, and the focused approach to market strategy, the client immediately saw sales increase by an additional 15%. Several large agreements were quickly signed to secure strategic distributors.



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**SOLVING YOUR COMPLEX  
BUSINESS PROBLEMS**

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**STRATEGY, TRANSFORMATIONS &  
PERFORMANCE TURNAROUNDS**

**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

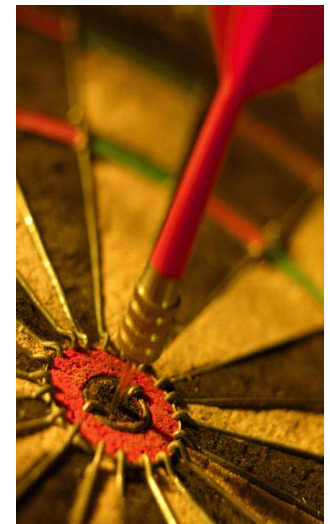
consultants' capabilities have been developed through years of experience creating solutions for the most complex, fundamental problems facing companies today.

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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