

Case Study:

**Repair Service Provider – Strategic Planning and Operations Improvement**

Situation

- A business focused on many key industries in North America including automotive, commercial, military, aerospace and semiconductor, with good growth and profitability over \$40 million
- The division is part of a family-owned \$150 million company that owns other manufacturing businesses in other industries

Goal

- Enhance ability to sell to existing automotive customers and new domestic manufacturers

Role

- Complete an onsite operational assessment of the entire operation
  - Interview all key executives
  - Review business plans and metrics
  - Review marketing strategy and collateral
  - Evaluate sales process
- Define current state through:
  - SWOT analysis
  - Competitive intelligence in manufacturing/automotive industries
  - Competitor analysis

Approach

- Facilitate strategic planning sessions to develop future state plan
- Develop new identity for the division and three-year business plan, annual business plan and policy deployment process
- Developed a sales and marketing approach to pursue non-domestic automotive manufacturers
- Implement lean tools in operations to prepare for business with new domestics
- Develop a succession plan for the corporation

Results

**Overall results:**

- **Today the company has grown sales with non-domestics by 25%**
- **Developed a succession plan that led to a complete reorganization of the company**
- **Developed lean tools that have driven internal process efficiency by greater than 20% in areas such as sales and marketing**