

SPG Strategic Partners Group

Business Development and Growth Management

Case Study # 4

Southeast USA Manufacturing Company

Business Development and Growth Management Consultant assignment for North Carolina based growth-oriented commercial printing manufacturing company.

Growth Situation – After maintaining 2-3 years of a constant revenue level and battling diminishing margins due to the increasingly competitive commercial printing market and dramatic digital technology advances impacting their overall business model, Thomas Kirkpatrick/SPG was engaged to formulate an immediate short-term operational plan to streamline operations for cost savings and efficiencies, develop 1-2-3 year strategic growth plans and engage as a management consultant alliance to assist the shareholders in the formulation and execution of the applicable strategies to achieve the Company’s desired growth and expansion.

SPG Action and Results

Over the two-year assignment and after the initial preparation of the overall marketing, sales, operational and financial strategic execution plan for the Company, Kirkpatrick/SPG implemented and executed the following:

Operations

Structured the Company’s organizational, operational and management activities of the business and worked in concert with the owner and others members of the management team to focus, implement and execute the overall strategic growth plan, as follows:

- Preparation of timetable “to-do” matrix’s covering all marketing, sales, operational and financial areas to lay out timing, action steps and execution parameters in line with strategic goals and objectives of the business.
- Holding weekly operational meetings for all key members of the Company covering these marketing, sales, operational and financial “to-do” matrix’s and coordinating action items, execution steps and timing.
- On-going advisory participation in crafting, establishing, implementing and executing business steps/performances, strategies and working with the Owner in developing cost savings, operational efficiencies and streamlining measures to “lower the cost structure” of the business and position the business to capture growth opportunities.

Sales/Marketing

Developed sales and marketing strategies and programs, as follows:

- Formulation of targeted yearly sales plans, goals and performance metrics for all sales personnel and assist in managing sales force.
- Established regular sales meetings (weekly, monthly and quarterly) with all sales personnel for review of sales results vs. targets/goals, targeted customers and distribution opportunities.

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- Reviewed quality of sales personnel, compensation plans and agreements for proper structure and incentives.
- Performed market research for targeted marketing opportunities, prepared target marketing campaigns and programs and the necessary planning for prospective growth opportunities.
- Participated in developing and creating separate on-line printing concept and company via market research and strategy development.

Financial

Reviewed and oversaw the Company's financial and management reporting process and systems and provided "Chief Financial Officer-type" consulting, as follows:

- Revised the monthly, quarterly and yearly financial and management reporting systems.
- Implemented "business functional reporting format" to provide a management reporting system that furnished the owner with monthly and quarterly analysis of operations and along with foundation for forecasting and monitoring of profitability in line with the strategic plan of the business.
- Prepared and implemented cash flow forecasting and projections.
- Coordinated year-end reporting to outside CPA firm for year-end work.
- Developed financing proposals and spearheaded presentations to banking and financing institutions on a quarterly basis to review plan, results and go-forward activities.

Financial Results

- 1st year – Sales increase 17.5%, EBIDA increase 47.2%
- 2nd year – Sales increase 18.8%, EBIDA increase 45.1%