

From Getting By to Flying High



The owners of a \$5,000,000 per year metal components manufacturing firm became concerned about the company because of a long history of low profit performance. The company was just getting by and in jeopardy of being liquidated for salvage value. There was concern for the 50 high quality employees who would lose their jobs. And, there were concerns for existing customers that would lose a valuable supplier.

Entrepôt was asked to conduct a feasibility study and offer other alternatives.

- An operational review identified significant internal barriers to profitability.
- Market research was done and several new profitable markets were identified.
- An extensive training program was developed for staff and management.

As an alternative to liquidation, the owners were encouraged to challenge the management team to re-plan and reorganize the company using Entrepôt as a planning facilitator. The owners were also encouraged to invite the management team to buy the company. The challenge and the invitation were issued.

- An eager team of managers accepted the challenge.
- A SWOT analysis was conducted.
- A planning project was launched.
- A strategic plan was developed.
- A new tactical operating plan was developed.
- A business plan was developed.
- New marketing and sales programs were developed and implemented.
- The entire workforce became driven to build a healthy company.
- First year sales increased by 80% over the prior year.
- Production increased without additional overtime.
- Profits increased 300%.
- Second year sales increased an additional 50% and profit increased 300% again.
- Third year sales increased 15% and profits increased .

The management team bought the company at the end of the third year. The new owners are now projecting sales and profit will soar another 200% to 300% over the next 5 years.
That's flying high.

