

## Manufacturing Company

Situation	Results	Actions taken to achieve results
<ul style="list-style-type: none"><li>Privately held manufacturer is the oldest and largest supplier of cast bronze bells, bell ringing equipment, and outdoor clocks in the U.S.</li><li>Company was experiencing growing pains -- declining margins and outmoded systems -- after rapid sales growth. Below average profit margins were not commensurate with company's commanding market position and high barriers to entry.</li><li>Company owners were developing 5-year ownership transition plan and engaged BMP principal to improve systems, increase margins, and build shareholder equity.</li></ul>	<ul style="list-style-type: none"><li>In the first year after BMP engagement, company's profits increased 5-fold; in second year, profits increased an additional 25% despite a 20% decline in sales due to weak economy.</li><li>Within 2 years, gross margins for one major product line increased from 1% to nearly 30%.</li><li>New systems and manufacturing techniques implemented during first two years enabled company to eliminate 15% of payroll and increase productivity.</li><li><b>Within 18 months, company retired all senior debt and was able to accumulate substantial cash while increasing dividends to owners.</b></li></ul>	<ul style="list-style-type: none"><li>Performed comprehensive costing analysis of all product lines and associated overhead to accurately determine gross margins so that company could develop effective pricing and manufacturing strategies.</li><li>Led the design, implementation, and rollout of a new sales management system that integrated the databases of 15 independent sales organizations and provided a central platform for all sales documentation, including contracts, price lists, and product specifications.</li><li>Designed a comprehensive sales and service reporting system that automatically generated over 30 detailed reports examining sales leads and pipeline prospects, closed sales, and open service calls. Led the reengineering of one of the company's four major product lines, improving gross margins from 1% to over 25%.</li><li>Drafted new contracts for 30 independent contractors to provide more consistent, effective management of company's national network of sales and service representatives.</li></ul>