



Case Study: Strategy and Implementation

Business Problem

Our client, a high end printing solutions provider was faced with the prospect of declining sales in a shrinking, low margin industry. A second generation family held business, the organization was saddled with legacy systems and a leadership team that did not hold others accountable to pre-determined outcomes.

The Solutions

Optimize facilitated a strategic planning retreat to identify a set of guiding principles and initiatives that would drive sustainable profit growth. Over the course of a 24 month span, the company moved towards more profitable revenue streams including providing digital pre-press services to the entertainment and leisure industries. Utilizing a Balanced Scorecard model, a set of key performance drivers was identified and quantified. Each member of the leadership team became accountable for departmental measurements that rolled up in to the company scorecard, designed to be a predictor of revenue and profit.

OPTIMIZE Activities

The OPTIMIZE Client Team:

- Convened a customer advisory board to gain insight about the company's positioning.
- Conducted a survey of key stakeholders to gauge the company's organizational effectiveness
- Facilitated a strategic planning offsite and joint sales and operations meeting to identify the company's vision and operational plan and gain buy in for execution
- Developed a company scorecard to track key performance drivers
- Established a revolving corporate action plan and process for ongoing review and development
- Revamped the company's performance management system to align with the strategy and core competencies
- Conducted and debriefed 360 feedback with all senior managers to foster a high trust and collaborative leadership environment
- Established development plans for all senior managers and direct reports

Outcomes

- Within the first year of integrating the strategy and implementation methodology, our client:
 - ***Had the highest sales and profit in 35 year history of the company***
 - Positioned digital solutions as the company's primary profit contributor
 - Improved shipment accuracy by 18%
 - Met company goal of 98% on time delivery
 - Remained profitable in 2008 industry slump