

# \$30MM Frozen Baked Goods Manufacturer

**GOAL:** Rapidly improve growth, profits, and enterprise value.

## The situation

- Family owned and operated for three generations
- Stagnating sales – \$27MM for 5 years – but a desire to grow
- Facility issues including layout, production, and freezer capacity
- Organizational and leadership issues

## FortéOne Process

After initial diagnostic phase, FortéOne presented detailed recommendations and a prioritized action plan to drive profitable growth. We then assisted with:

- Significant organizational change. Higher level skills were needed in many key areas.
- Improvements to financial group, with focus on delivering information to support a “culture of performance” throughout the company.
- Operations cost reduction and capacity increase, including product sourcing and scheduling changes. Long-term, low margin products were phased out.
- Market penetration strategy for current and new products – to move beyond the current regional focus and client concentrations.
- A participative go-forward plan. All key players had defined roles and project deliverables.

## Establishing a Foundation for Performance

- New sales were achieved outside the regional markets, and through new distribution channels.
- Lower margin business was “traded out” for new higher margin sales.

## RESULTS:

**Firm grew from \$27mm to \$33MM in 18 months**

**Profits reached historic highs**

**Plan – and supporting elements – in place to grow to \$40MM+**