

National Technology Distribution Company

GOAL: Strategy reset to build revenue and margins

The situation

- Company had grown rapidly for over a decade, but revenue had plateaued.
- Margins were declining, leadership unclear how to reverse trends.
- Owner's investment thesis in jeopardy.
- FortéOne was asked to assist in defining (and implementing) the plan forward.

FortéOne Process

FortéOne worked with the owner and his managers to assess strategy and identify improvements. Critical issues were identified and a go-forward path was developed. These included:

- Sales and customer service were restructured, with new duties, KPIs, leadership, targets, and processes – including product bundling to enhance overall margins
- Client targeting was changed, and a National Reach Program was implemented once new criteria were developed
- New pricing and product mix programs increased margins

Operations were streamlined to reduce cash needs and enhance availability

Establishing a Foundation for Performance

Within the first 10 days, employees embraced the strategy process and began stepping up automatically to help the company succeed in its growth mission. In the owner's words, "It was amazing. It was like the floodgates opened up with new ideas."

RESULTS:

In the first two years, the company's revenue grew by 55%. After 4 years, it more than doubled.

Profits have grown several-fold, and company now considering add-on international acquisitions

Company on track to achieve a successful exit for owners