



Business Improvement Group, LLC

We Diagnose, Improve, Teach and Hand Over

Be pro-active during a crisis

B.I.G. remote support for clients

April 2020

How will you respond to today's business challenges?



- **Plan A**

- Hunker down and ride out the storm
- Hope things get better soon
- React to changes as they come

- **Plan B**

- Take action to ensure that you and your employees weather the current crisis, and thrive in the post crisis business environment
- Develop your company's Change Management toolbox to adapt to future disruptions
- Maximize your company's ability to recognize and proactively capitalize on changes in your markets and industry

Your B.I.G. Partner can help with Plan B



What can B.I.G. do for you?

- Together, we'll build and execute an action plan to address immediate challenges
 - Resolve urgent financial problems
 - Get ahead of the Change Management issues you'll encounter
 - Identify and address sources of organizational stress
 - Help employees manage stress through effective communication and support
- We'll develop and prioritize a set of potential future state scenarios for your business and markets. Then we'll prepare and implement contingency plans to set you up for success
 - Customers
 - Competition
 - Supply chain, operations, logistics, administrative, sales process improvements
 - Technology
 - Effective organizational structure
- If you are an “essential” business, we'll help you meet the challenge



How will we do it?

- Use technology and data to work remotely with you and/or your leadership team
 - Remote video feeds and process mapping
 - Deep dive analysis of data, systems, processes, supply base, customers and competitors
 - Train your team to facilitate effective remote analysis, planning and execution
 - Call on our extensive network of associates to ensure you receive specialist advice
 - Provide remote “one on one” mentoring support for your leadership team at all levels of the company
 - Serve as a “sounding board” for ideas and concerns as you navigate through the change process
 - Establish an effective oversight and accountability process
 - Manage the process to ensure effective implementation of plans and projects
- Work with your “financial partners” (suppliers, banks, creditors, customers) to minimize business disruption



B.I.G. Partner Experience

- Business Turnarounds
 - Operations
 - Supply Chain/Logistics disruption
 - Creditor relations
 - Market disruptions
 - Interim leadership roles
- Corporate Strategy – Re-direction and Re-positioning
- Liquidation and Wind-down
 - Corporate asset divestiture
- Restructuring Planning and Implementation (Publicly Traded, PE, Family Owned, ESOPs)
 - \$10 - \$300 million businesses
 - Multi-site/Multi-national companies
- Create cross-functional teams and break down silos to improve speed
- Domestic sourcing and re-shoring

Remote Engagements – Case Study



Privately Held recycling process company

- **Situation:** The client had recently completed a significant period of growth through acquisition. A shift in the market caught them with excess capacity and no plan to address the problem. A complex ownership and overhead structure complicated the recovery process. The B.I.G. partner would need to generate buy-in from a Private Equity investor, their portfolio company founder and multiple minority shareholders to set the client on the path to recovery.
- **Action:** Working remotely, a B.I.G. partner planned and supported the implementation of an aggressive cost containment and asset restructuring strategy to address the immediate problem. The partner developed a supply chain “tactical” plan and initiated contract modification negotiations with key suppliers. To re-energize growth, an effective sales management and incentive process was designed. The partner worked with stakeholders to minimize miscommunication.
- **Result:** A detailed set of instructions for rationalizing the company footprint and cost structure, along with a plan to increase revenue, was delivered. The partner ensured that client employees had the knowledge to successfully complete the transformation before handing the project over to their leadership team.



Remote Engagements – Case Study

Publicly traded capital equipment manufacturer

- **Situation:** Customers were experiencing costly delays in the delivery of the client's process critical, time sensitive products. As a result, the client was losing orders and its reputation was damaged. The B.I.G. partners determined that a majority of the delays were the result of a severe lack of internal coordination and inaccurate or confusing system data. Client data and information disconnects began as early as the quoting stage and were amplified throughout the engineering, planning, supply chain, production and logistics processes.
- **Action:** Working remotely, a B.I.G. partner developed a simple, yet effective sales and operations planning (S&OP) process to ensure that demand and capacity were balanced and market changes anticipated. Other targeted improvements were made to optimize the definition and execution of orders. A new process designed to correct data through a coordinated effort between engineering, supply chain and planning, along with shop floor input, continues to improve system data accuracy and completeness.
- **Result:** Over a 6-month period, on time delivery within the client's major product line improved from 56% to 94%. Improved communication of customer requirements resulted in a coordinated company wide process to satisfy demand. Additional benefits included cost reduction in the form of reduced waste and shorter lead-time. These improvements combined to create a more competitive position in the market.

Flexible solutions to meet your unique requirements!



- Schedule our day to minimize disruption and health risks to your employees
 - Working remotely with a current client, a B.I.G. partner developed specifications for an expansion of manufacturing capacity. The partner identified a source for a key piece of equipment and arranged to work with the supplier at the client's site, outside of normal work hours. Key client employees are available to support the effort remotely.
- B.I.G. will work ON your business while you work IN your business
 - Our B.I.G. partners have taken leadership roles on major client projects. This allows your team to focus on the day to day operations of the company, while benefiting from game changing improvements to the business. One recent project addressed the standardization of critical product design features. The standardized features allowed for interface design flexibility for the end user, while streamlining the supply chain and engineering process for the client. Additional benefits included more efficient stocking and increased availability of aftermarket parts and more efficient overhaul planning and execution.
- Structure incentive and morale building programs to keep your team energized
 - In over 100 years of collective leadership experience, we've seen what works and what doesn't. We work with clients to identify specific behaviors to encourage, set up straight-forward programs and ensure that employees clearly understand what is expected. Properly constructed programs are key to performance improvement and encourage teamwork.

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