

\$85MM Protein Manufacturer

GOAL: Quickly return company to profitability; family would like to sell.

The situation

- Family owned business operating at a loss, competitors taking share.
- Dysfunctional board, family does not communicate.
- Management blames losses on commodity swings.
- Lack reporting & analytical tools to guide decision making.
- Older factories, that are not SQF certified.

FortéOne Process

After initial diagnostic phase, FortéOne presented a business assessment and 180-day action plan to return the company to profitability:

- Change production processes, gain certification on both plants.
- Develop financial and operational tools, establish “culture of accountability” throughout company.
- Eliminate low margin SKUs, introduce trend positive products.
- Ensure managers in all positions are on board with the change needed.
- Expand sales beyond the current region, and into new distribution channels.

Establishing a Foundation for Performance

- Replaced low performers, provided hands-on training and support for managers at all levels, and during all shifts.
- Moved monthly financial close from 8 weeks to 5 days.
- Gained SQF Level 1 certification for both plants.
- Opened up new regions and grew sales with major big box account.

RESULTS:

Profits improved by \$4MM within 18 months

Board stated: “We doubled our value with FortéOne’s assistance”

Company successfully sold – with 100% board approval – within 20 months