

Close Your Strategy Execution Gaps With BDO

How to Overcome Challenges on the Path to Growth

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Introduction

The old ways of doing business have evolved, and successful organizations adapt at the speed of change. To thrive in the new economic frontier, your business must develop a holistic strategy that accelerates innovation to capture emerging opportunities for growth.

Effective execution, however, comes down to the details. Many companies face one or more common pitfalls during strategy implementation. Overcoming those challenges can make all the difference between outpacing your competitors and falling behind.

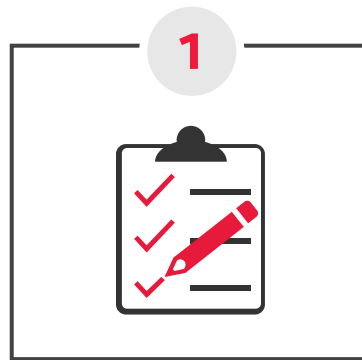
BDO's professionals in the [Management Consulting](#) practice have the industry knowledge and longstanding experience to guide your business along its growth path. We work closely with you to avoid obstacles and nimbly implement strategy so you can focus on what you do best. Our strategy and growth advisors have a track record of success with hands-on engagements for clients ranging from the middle market to the Fortune 500.

To facilitate strategy execution and enable our clients' ongoing success, our engagements close the execution gaps related to one or more of the following five areas: Prioritization, Speed, Agility, Capabilities and Communication. See how we've helped clients overcome

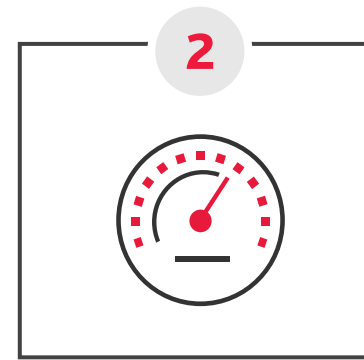


Closing the Execution Gaps

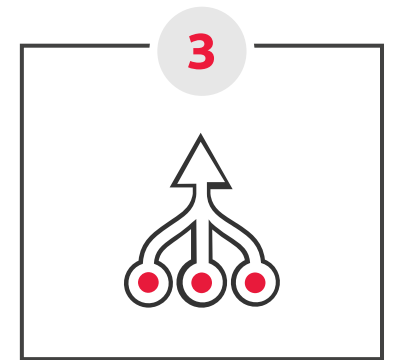
Businesses can accelerate strategies to capture emerging opportunities and drive transformational growth. We call this process **harnessing "hyperspeed value."** But all too often, companies stumble when executing their strategies and miss the window of opportunity. We help our clients avoid the pitfalls and scale for growth by addressing these five areas:



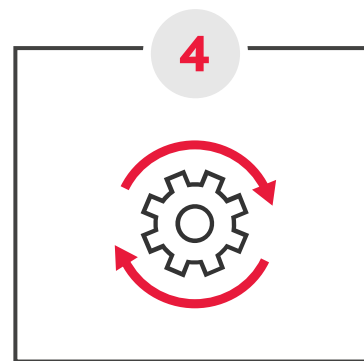
Prioritization



Speed



Agility



Capabilities



Communication



Prioritization

You can't do everything all at once. By reducing complexity and focusing on primary objectives, you can conserve resources and achieve impactful outcomes step by step.



PRIORITIZATION

Manufacturer Transforms Operating Model for Profitability and Growth

A \$2 billion manufacturer needed to simplify operations. The company is an industry leader relative to innovation with significant opportunity in growing markets.

CHALLENGES

The company faced challenges related to complexity and inefficiencies across some lines of business, which constrained growth and caused performance inconsistencies across multiple quarters. The company sought to address these issues by simplifying operations, identifying key focus areas and refreshing strategy for different business segments. It required an experienced third-party advisor to analyze gaps and opportunities and operationalize a plan that supported those objectives.



BDO'S SOLUTION

BDO leveraged its 80/20 business operating approach to support value creation through simplification and focus. Once the business was simplified, BDO aligned and optimized the organization's value chain to the new focused operations. Specific strategies that BDO helped implement include:

- ▶ Re-segmenting the business and building segment-specific growth strategies.
- ▶ Leveraging market segmentation to amplify innovation.
- ▶ Removing complexity from the product line.
- ▶ Streamlining and consolidating manufacturing operations.
- ▶ Re-focusing the customer roster to prioritize the most profitable clients.
- ▶ Aligning the supply chain with the critical components of the business.
- ▶ Tax value chain analysis and optimization.



"Accelerating the benefits from 80/20 actions is supporting transformation and progress towards long-term targets; strong Q1 results have led to upward revisions to full-year earnings outlook."

NEIL BRINKER

President and CEO, Modine

CLIENT IMPACT

As a direct result of the BDO engagement, the client imbedded 80/20 into its operating framework which helped generate strong growth in target segments. BDO also provided consulting services that supported the company's ability to achieve its specific goals, including:



The company implemented BDO consulting recommendations and was able to increase EBITDA (\$165M to \$212M).



The company was able to increase its stock price by 4x after implementing BDO consulting recommendations.



Applied NOLs and credits to offset additional tax liability from income increases.

BDO also provided the client with training to empower them to continue applying the 80/20 framework in the future.



Speed

Move too slowly, and you'll miss your opportunity. Businesses need to break organizational inertia to innovate and iterate. Success comes in phases — you just need to act.

Rapidly Growing Manufacturer Reduces Complexity and Improves Service Levels

A private equity-owned manufacturer of coatings, adhesives and sealants had grown rapidly through a series of acquisitions. The \$1 billion company wanted to reduce the complexity and inefficiencies that stemmed from recent inorganic growth.

CHALLENGES

The manufacturer had made more than a dozen acquisitions prior to engaging BDO, with the most recent acquisition effectively doubling the size of the company. The company struggled with complexity across the new organization, which impeded speedy decision-making, as well as a lack of clarity regarding revenue and costs. Previous consulting engagements had failed to address these issues, resulting in “consulting fatigue” among leadership, who sought clear solutions with demonstrable results.

BDO'S SOLUTION

BDO reduced complexity by simplifying the product line and streamlining manufacturing operations, which improved service levels during the busy spring construction season. We helped the client focus on cross-selling across the new product portfolio, and we provided staff augmentation to manage change and maintain value from the large recent acquisition. We also used our deep supply chain experience to implement a sustainable process for sales, inventory and operations planning (SIOP).

CLIENT IMPACT

As a result of BDO's work, the client saw the following benefits:

1

Increased operating income by more than \$400k in the first 120 days of the project

2

Achieved end-state financial upside in an excess of several million dollars

3

Simplified product line reduced SKUs by 17%

4

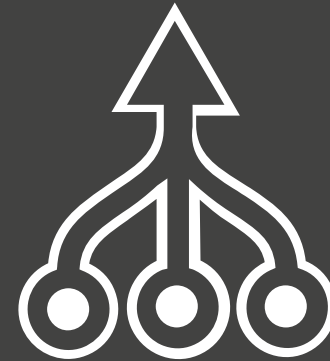
Improved alignment of operational priorities to address the most important customers and products

5

The new SIOP process reduced complexity and led to better demand planning and shorter lead times – and ultimately, delivered a best-in-class service level value proposition

Agility

In a rapidly evolving business environment, change is the only constant. By adapting and reacting quickly, your business can develop the muscle memory needed for organizational agility.



Specialty Logistics Organization Captures Organic Growth Through Business and Technology Transformation

A \$500 million global specialty logistics organization operated in 50 countries, primarily servicing the early part of the pharmaceutical value chain. It also specialized in non-pharmaceutical logistics, such as temperature-sensitive, end-of-the-world shipments that required detailed knowledge of applicable customs and regulations. The organization needed help scaling to capture growth opportunities.

CHALLENGES

The logistics company relied on legacy processes and systems, which hampered agility and scalability, and threatened to constrain future growth. It needed to be modernized to support new services, partnerships and greater volume. Based on emerging opportunities in the market and the company's differentiation from competitors, a projected compound annual growth rate (CAGR) of 15% for the next five to ten years would be attainable through improved agility and scalability.

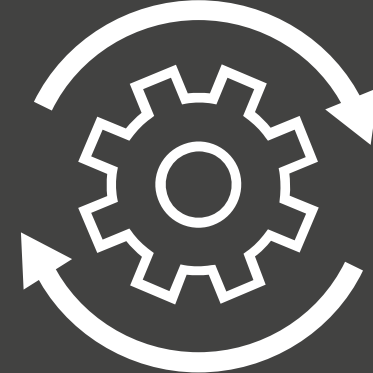
BDO'S SOLUTION

BDO designed a holistic strategy for business and technology transformation, which included operational redesign and change management across multiple countries. We implemented business process improvements for existing processes — including order management, issue resolution, billing, reporting, and logistics planning and execution — and introduced business process design for new services. We also replaced the legacy systems with a customizable, scalable solution for all core systems, which enabled the company to preserve white-glove service levels and corresponding margins.

CLIENT IMPACT

BDO's work led to the following results for the client:

- ▶ Realized double-digit CAGR from existing services.
- ▶ Introduced two new services applicable to a multi-billion-dollar worldwide market.
- ▶ Improved customer experience with minimal increase in labor costs.
- ▶ Detailed reporting for all clients through increased use of automation helped reduce attrition.
- ▶ Efficiency improvements resulted in a 20% overall cost reduction for core processes.
- ▶ Attained the flexibility and scalability to capture growth opportunities.



Capabilities

Success depends on having the right capabilities to operationalize your strategy.
You need to align your people, processes and technology to drive change and execute effectively.

Global Manufacturer Finds M&A Success with Improved Integration Management Capabilities

An integrated global manufacturer that provides enhancements for infrastructure — including performance chemicals and products and services for utilities and railroads — was pursuing a strategy of inorganic growth. The \$1.5 billion company sought help with integration planning and execution.

CHALLENGES

The manufacturer had struggled to manage post-merger integration following acquisitions. It had limited capacity and resources available to plan for and effectively manage the integration process. The client needed help with integration governance and communication to manage change, support retention and achieve culture and leadership alignment. Acquisition targets also spanned different industries and service lines, which posed additional challenges for synergy capture. The company wanted to develop an M&A toolkit and a dedicated integration function to achieve repeatable results with future acquisitions.

BDO'S SOLUTION

BDO worked with the client to establish a repeatable approach to integration planning support and execution by creating an integration management office (IMO) and program management office (PMO). We developed an integration program governance structure that enabled the company to proactively build the knowledge and processes that formed an M&A playbook for future acquisitions.

CLIENT IMPACT

Through its engagement with BDO, the client achieved the following results:



Implemented operational and organizational improvements to support inorganic growth strategy.



Adopted an M&A playbook that standardized best practices and leveraged tools necessary to enable synergy capture, manage change and achieve organizational alignment.



The IMO provided a structure with clear roles and responsibilities to deploy for each acquisition before and after the transaction.



Communication

Your people need to understand their common purpose. Clear, consistent communication helps break down information silos and unify your organization around shared goals.

National Vision and Benefits Organization Streamlines Deal Process and Improves Collaboration

A provider of eye care and insurance services had formed a related entity to acquire independent professional practices aligned with their services. The company needed an M&A playbook and toolkit for assessment and integration of each potential acquisition.

CHALLENGES

As the organization pursued expansion through inorganic growth, it needed a deal management process and tools to help facilitate that growth with greater visibility. While the company had some systems in place, it encountered internal challenges in tracking and evaluating potential targets. Many different stakeholders created challenges with communication, information sharing and resource alignment that hindered efficient deal management.

BDO'S SOLUTION

To support the company's main business objectives, BDO developed an M&A playbook and built a customized platform for collaboration and workflow management, which facilitated real-time information sharing and established a centralized source of data. Improved communication and standardized processes enabled clarity on each target regarding relevant deal data, due diligence and internal roles and responsibilities.

CLIENT IMPACT

Thanks to the BDO engagement, the client captured the following benefits:



Improved internal communication enabled the client to better manage and evaluate a high volume of targets.



The new workspace for collaboration and data tracking drastically improved efficiency across the pre-deal and post-close phases.



A consistent, repeatable process enabled faster decision-making and supported more effective due diligence.



The client adopted the playbook and toolkit as standard best practice for future target evaluations and intake processes after the BDO engagement concluded.

A nighttime photograph of a city street with light trails from cars. In the background, there are modern skyscrapers, including a prominent one with a blue glass facade and a circular section. A pedestrian bridge with greenery runs across the middle ground. The foreground shows a multi-lane highway with long-exposure light trails in white and red. The image is split diagonally, with the top-left corner being white and the bottom-right corner being red.

The Bottom Line

BDO's Management Consulting practice helps companies turn plans into action. We will help you implement your strategy to address immediate challenges while supporting long-term vision to build a competitive advantage. Whether you need help operationalizing your current strategy or have to develop a strategy from scratch, we can work with you to create a roadmap based on your business' unique needs and opportunities.

Our purpose is helping people thrive, every day. Together, we are focused on delivering exceptional and sustainable outcomes and value for our people, our clients and our communities. BDO is proud to be an ESOP company, reflecting a culture that puts people first. BDO professionals provide assurance, tax and advisory services for a diverse range of clients across the U.S. and in over 160 countries through our global organization.

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