

### Bringing in a specialist operations implementation partner early during due diligence accelerates the realization of measurable benefits

How aligning the company leadership and operations teams with the PE firm's strategic imperatives delivers transformation and financial goals

#### The results

Maine Pointe was instrumental in developing new methodologies which helped our PE client achieve their transformation objectives rapidly. Working closely with the portfolio company, we developed a new Management Operating System and introduced Lean Manufacturing practices. Post-exit, the benefits delivered in terms of operations & productivity efficiency and strategic sourcing capabilities have set them on track for:

- Procurement cost savings ranging between 18%-30%
- Annualized EBITDA \$5.9 million
- ROI of 3:1

#### This story is for PE partners and executives who:

1. Want to achieve outstanding transformation in a short period of time.
2. Are concerned that alignment issues may hinder smooth transformation.
3. Want to successfully introduce Lean Manufacturing to an operation.

#### The challenge

When a PE firm was in early stages of negotiations to acquire a candle manufacturer and distributor they contacted Maine Pointe to conduct due diligence.

With the transaction completed and impressed by the level of professionalism and expertise demonstrated by Maine Pointe, the newly appointed CEO chose us to become a key part of his transformation initiative.

The CEO's challenge to Maine Pointe? To align the goals of the portfolio company and the PE firm, manage expectations, leverage capabilities and deliver measurable, sustainable results fast.



## Helping transform portfolio company performance

Maine Pointe took a typically hands-on approach to the task. Working side by side with company executives, middle management and production staff, Maine Pointe's tactics gained their trust and encouraged people to embrace new methodologies and improvements.



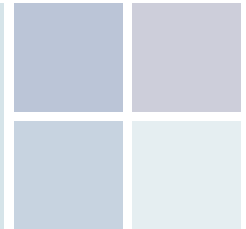
Maine Pointe's strategy included:

- Applying Maine Pointe's unique ability to use analytical tools in order to zero in on the true EBITDA drivers
- Introducing a strategic sourcing methodology
- Streamlining the candle manufacturer's Continuous Improvement Program and implementing a Management Operating System (MOS)
- Introducing Lean Manufacturing best practices to improve production, planning, scheduling, sequencing, line balancing and maintenance
- Establishing Maine Pointe as a trusted advisor helping the organization to put the right people with the right skills in the right place

To guarantee sustainability, Maine Pointe introduced its iterative training loop (learn, implement, evaluate) allowing us to get very fast feedback and very fast results.

### Lessons Learned for Other Executives

- Early involvement of a specialist operations implementation firm during due diligence can drive momentum, leading to outstanding and rapid achievement of financial and performance goals.
- Lean Manufacturing can be successfully implemented with the right focus and the right expertise to drive that focus..



Want to **achieve rapid alignment** and accomplish your transformation objectives?

Want to be among the 20% of **lean initiatives** that are successful?

Talk it through in a no obligation phone call or meeting with one of our executive advisors.

Email: [hello@maineptune.com](mailto:hello@maineptune.com) to arrange a call.

Maine Pointe is a results-driven, implementation focused consulting firm that is trusted by many chief executives around the world to deliver sustainable, significant value and compelling economic returns for their businesses. We achieve this through transforming the global supply chain into a competitive weapon and accelerating business value through performance improvements in both EBITDA and Cash.

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