

Stabilizing operating results for **profitable growth**

SRI helps a services company see itself in a new light, positioning the business for more consistent results that grow sales AND profitability

Background

SRI was introduced to a family-owned and operated arbor culture and tree service company in the Mid-Atlantic. While annual sales had been steady, recently the company's operating results had been inconsistent

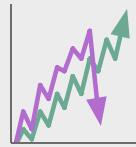
Know-How

SRI quickly saw the need for a **segmented view of the business**, after initial meetings with management

Segmentation yielded five discrete "businesses within the business," which had **never before been viewed or managed separately**



REAL PROFITSM Analytics showed that **segment profitability varied significantly** for each separate business



Additional analysis showed **sub-optimal utilization** of field labor and equipment

Analytics

The BIG IDEA

Viewing the business as one entity rather than a collection of businesses masked profit variance

The Challenge

Ownership sought to stabilize inconsistent operating performance and enable the company to grow profitably

REAL PROFITSM Actions

- 1. Maximize employee productivity and equipment utilization** → Improved management of field labor and equipment usage
- 2. Develop better pricing practices** → Margin management based on more accurate and thorough cost measures
- 3. Improve sales coverage and deployment** → Better account management and value-selling techniques
- 4. Enhance sales processes and techniques** → Refocused sales efforts aimed at a more profitable service mix

Value and Benefits

2X PROFIT

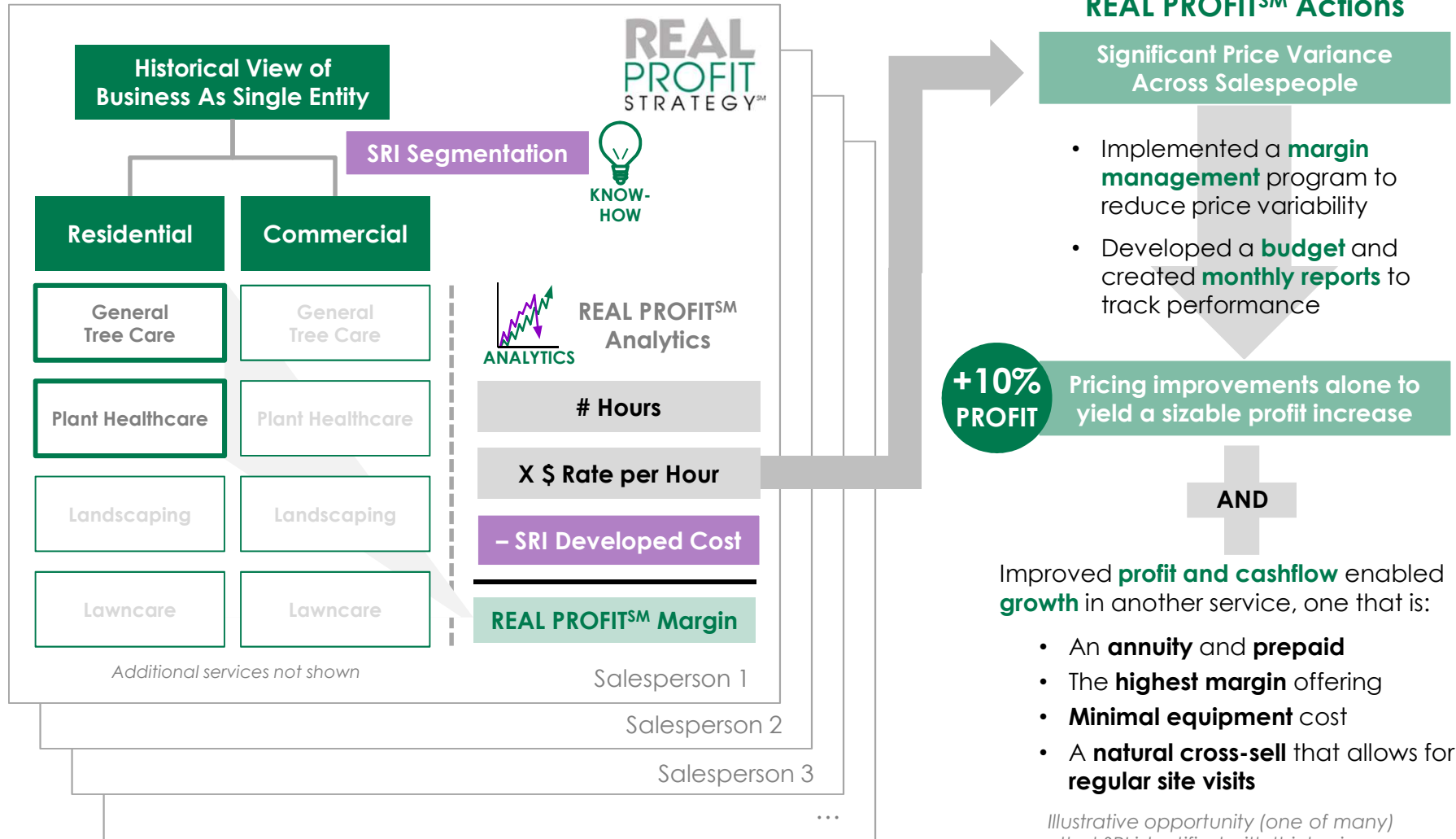
The company DOUBLED ITS PROFITABILITY, while also improving asset PRODUCTIVITY

Improved operating profit and cashflow led to a successful refinancing, which allowed the company to move into a larger facility and invest in more equipment. Additionally, the business has added sales representation and increased its production team – all of which charts a path to profitable growth

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SRI combines KNOW-HOW with ANALYTICS to drive REAL results



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