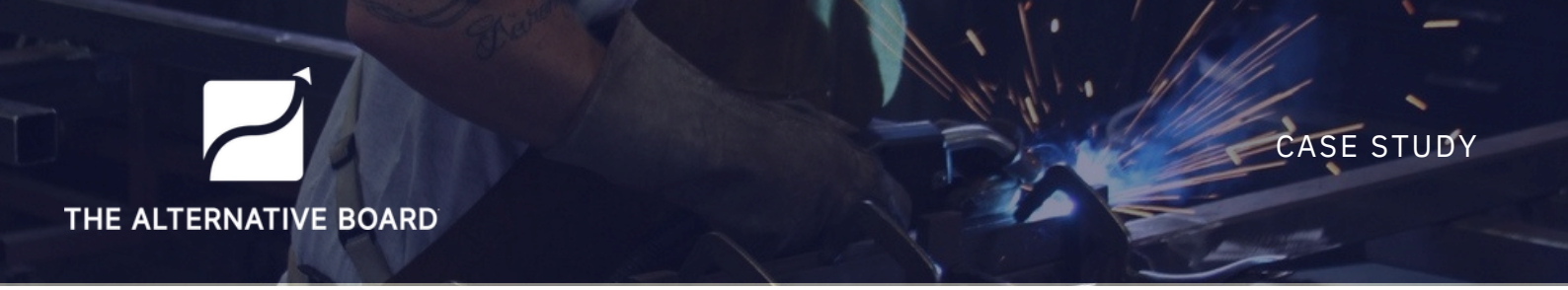
THE ALTERNATIVE BOARD

CASE STUDY

How StratPro Helped a Multi-Million Dollar Business Improve Efficiency and Company Culture

A focus on short-term planning, unclear communication channels, and lack of an organisational mission were contributing to process inefficiencies that resulted in customer dissatisfaction and employee frustration. With StratPro's proven strategic tools and leadership transformation program, Riviera Bronze was able to foster a more inclusive company culture, while also improving efficiencies in the lead time that yielded a 20% increase in revenue.



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Industry

Exterior building materials and installation

Riviera Bronze designs, fabricates, finishes, and installs solid steel and thermally broken stainless steel windows and doors. They have deep experience in a multitude of project types, including residential, institutional, university, restaurant, office, and hotel, and an approximate $30 million in revenue.

Challenge

As a privately held company for almost 20 years, the leadership of Riviera Bronze developed a habit of running the business with a somewhat narrow focus on month to month goals set by individuals rather than bringing leadership together to create a collaborative long-term outlook, transparent KPIs, and an actionable plan. When new leadership was brought in last year, it became apparent that each department was operating independently, with limited alignment across the business.

Being a manufacturer with processes that involve five or six different departments, it's vital that inefficiencies and possible issues are communicated in a timely manner.

If there's a delay in one department, that sets off a domino effect of issues that results in late delivery and unsatisfied customers and creates tension between the departments, especially since every department has metrics that tie into a bonus structure. This combination of challenges led to inefficiencies and a decrease in sales growth.

Brad Beard, the new CEO of Riviera Bronze and 35-year veteran of the industry, realised that the company lacked the internal resources and strategic tools to build an aligned, focused, and accountable team.

"We've doubled the level of efficiency, and I'm not sure that would have been achievable without StratPro helping out."

Brad Beard
CEO of Riviera Bronze

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Solutions

StratPro facilitators, led by Mark and Diane Knudsen, were brought in to develop the clarity, direction, motivation, and accountability each department would need for success, which started with a self-assessment to identify each member of the leadership team's personal strengths and weaknesses. The trained StratPro facilitator asked them questions around how people communicate, how they want to be communicated with, and topics related to their personality traits. The findings were then shared with the group to better understand how to interact with individual members of the leadership team.

With a better understanding of the current business challenges, the StratPro Facilitator worked with the leadership team to create powerful, easy to follow plans that could turn those challenges and each person's responsibilities and goals, into growth opportunities.

Each person's duties and a clear performance measure were outlined in a way that allowed them to easily comprehend what they're responsible for. We could then set realistic goals monthly, quarterly, and yearly.

With identifiable goals in mind, the next step was to recognise ways that departments could collaborate to create better efficiencies in the production timeline. Because the team had a better understanding of each other's communication styles, they were able to work with the StratPro facilitators to explore ways to address inefficiencies in a new way.

Now if possible issues and delays between departments are identified, they can be communicated in a way that doesn't shift blame, but that offers solutions on how things can be improved in the process going forward.

StratPro also involved everyone in creating an organisational mission statement, something Rivera Bronze never had. They challenged the whole team by asking what they thought the vision of the company should be, inviting innovation, collaboration, and also an additional tool in their recruiting process.

"Having StratPro turned the process into teamwork. We all worked together and everyone felt they got their fingertips on it. I became an integrated part of the team, rather than the boss giving orders. It was very impactful."

Brad Beard
CEO of Riviera Bronze

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Results

With StratPro helping the organisation get to the heart of issues that were holding them back, Riviera Bronze has been able to evolve into an engaged team that embraces the company vision, is fully accountable, and knows exactly how to reach both short and long term goals.

Since their manufacturing process has to run seamlessly through every step, the improved communication regarding possible upcoming issues has greatly improved process flow, which has had a domino effect.

Increased communication means less delays in production and greater customer satisfaction and a doubled level of efficiency.

The addition of a company mission statement provided additional organisational focus and a huge boost in company pride.

"Having a resource like StratPro, which has experience working with various companies and deeply understanding their unique challenges, was incredibly beneficial for us."

Brad Beard

CEO of Riviera Bronze

Key Outcomes

Increased Efficiency

Improved communication and collaboration has led to greater efficiencies in the lead time and a 20% increase in revenue.

Achievable Metrics

Newly established individual short and long term goals were broken down into attainable and achievable metrics and steps, setting them up for sustained success.

Improved Company Culture

Through a collaborative vision statement and open lines of communication, employees are empowered to foster an inclusive team that's aligned to achieve new results.