



BUSINESS REVIEW & PROJECT IMPLEMENTATION



OPPORTUNITY

KESI Management was approached by a large holding company in the food service industry who was experiencing significant margin issues within a recent acquisition that was leading to unprofitability. Our client was challenged with identifying the appropriate approach to address a multitude of value chain issues that were driving these margin compressions. As the parent organization was continually growing in additional business units, they had limited resources and knowledge on how to specifically identify and implement the changes needed to move the company in the right direction.

PLAN

KESI was brought in to help develop a plan to profitability while also creating a sustainable roadmap to manage that profitability over time. We approached the project with a holistic viewpoint by evaluating the business in each category of the value chain and focusing on 4 key areas within our proprietary process:

EQUIPMENT - Optimum Facility Design & Strategic Equipment; Fueling Growth

SYSTEMS - Smart & Dependable Systems; Enabling Success

PROCESS - Standard, Scalable, & Sustainable Processes; Meeting Customer Expectations

PEOPLE - Informed and Driven Workforce, Incentivized by S.M.A.R.T. Goals

The KESI team partnered with the key stakeholders within the business and did an in-depth evaluation of the current business structure to best understand overall current state vs. future state goals to create the bridges necessary to help address the gaps. While defining the gaps necessary to create that bridge, the KESI team focused on prioritizing the opportunities at hand within the following categories:

QUICK WINS: NO CAPITAL REQUIRED

QUICK WINS: SMALL CAPITAL REQUIRED

FOUNDATIONAL WINS: NO CAPITAL REQUIRED

LONG TERMS WINS: CAPITAL REQUIRED

As the opportunities are provided and identified, the KESI team helped create a defined roadmap for the Client's team to either execute on their own or engage further for additional support.



KESI MANAGEMENT AND DIVISIONS
7320 E 86TH ST SUITE 400
INDIANAPOLIS, IN 46256
WWW.KESIMANAGEMENT.COM

CHALLENGES

As a KESI core focus, we always ensure alignment with the Business Requirements, Customer Requirements and System Requirements. This ensures that, while all in parallel, we are able to mitigate the risk of any business disruption. During this time of evaluation, KESI and the Client were challenged with onboarding new customers, new SKUs and new key personnel while continuing to bridge that gap. The provided roadmap for our Client had to consider all the additional variables list above while still maintaining a path to profitability.

OUTCOME

Our Client reviewed and agreed to implement and engage further on the projects identified for their business unit. As time progressed, we were able to collaboratively address each issue identified with the timelines decided and create a sustained change that has led to consistent profitability within that business unit.

Since crossing the threshold of profitability, they have continued to show higher profit margins month after month.

OUR PROCESS

IDENTIFY



PLAN



EXECUTE



SUSTAIN

OUR LEADERSHIP

AUSTIN KIRTLEY

Co-Founder & Managing Partner

317.603.4100

DUSTIN VARVIL

Senior Partner

317.619.5141

MEHRDAD ERFAN

Co-Founder & Managing Partner

813.389.9129

STEVE SPENCER

Senior Partner

317.727.2730