
From a stable medium-sized company to a focused growth company

1. Problem

A family-run industrial SME (approx. 180 employees, € 35 million in sales) had been profitable for years, but without any significant growth.

Typical situation:

- EBIT between 3–5%, with increasing downward fluctuations
- Sales have been almost stagnant for 5 years
- High dependence on a few major customers
- Broad, historically grown product portfolio
- No clear strategic prioritization
- Management strongly tied up in day-to-day business

The company was not in a crisis – but it was "tired": little innovation momentum, increasing price pressure, increasing complexity.

The management asked itself the question:

How can we grow again in a targeted manner – without jeopardizing our stability?

2. Part of the model used

The following dimensions from the **Prepared for Scale – Growth & Transformation Edition** model were worked on in depth:

- **Entrepreneurial clarity**
- **Product Strategy**
- **Customer Strategy**
- **Economical management**

The focus was deliberately not on restructuring, but on a structured strategic realignment with a clear focus on growth.

3. Method used

Phase 1: 2.5-day intensive workshop "Strategy Reset"

Contents:

- Portfolio analysis according to contribution margins and strategic relevance

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- Customer segmentation incl. dependency analysis
 - Market Attractiveness Assessment
 - Identification of complexity drivers
 - Definition of strategic target segments

Result of the workshop:

- Clear prioritization of 3 core product lines
- Identification of 2 low-margin by-products for gradual reduction
- Definition of new target segments outside the previous core industry

Phase 2: 90-day implementation sprint

Structured transformation plan with 5 prioritized levers:

1. Focusing on the product portfolio
2. Active diversification of the customer base
3. Preparing for market entry into two new fields of application
4. Introduction of a DB-oriented KPI system
5. Adaptation of the sales structure to target segments

Accompaniment:

- 1–2 days per week on site
- Sparring with management
- Control of the action owners
- Monthly steering with clear KPI transparency

4. Result after 12 months

Measurable results:

- EBIT up from 3.5% to 6.8%
- Reduction of top 3 customer dependency from 58% to 41%
- 18% revenue growth in the newly developed market segment
- 20% reduction in variant complexity in the portfolio
- Clearly defined strategic roadmap for 3 years

Additional:

- Significantly higher clarity in decision-making processes

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- Sales with a clear target segment orientation
 - Management again more strategically than operationally active
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Results

The company remained true to its industrial DNA – but evolved from a stable steward of the status quo to an actively managing growth company.