



Results Through Change™

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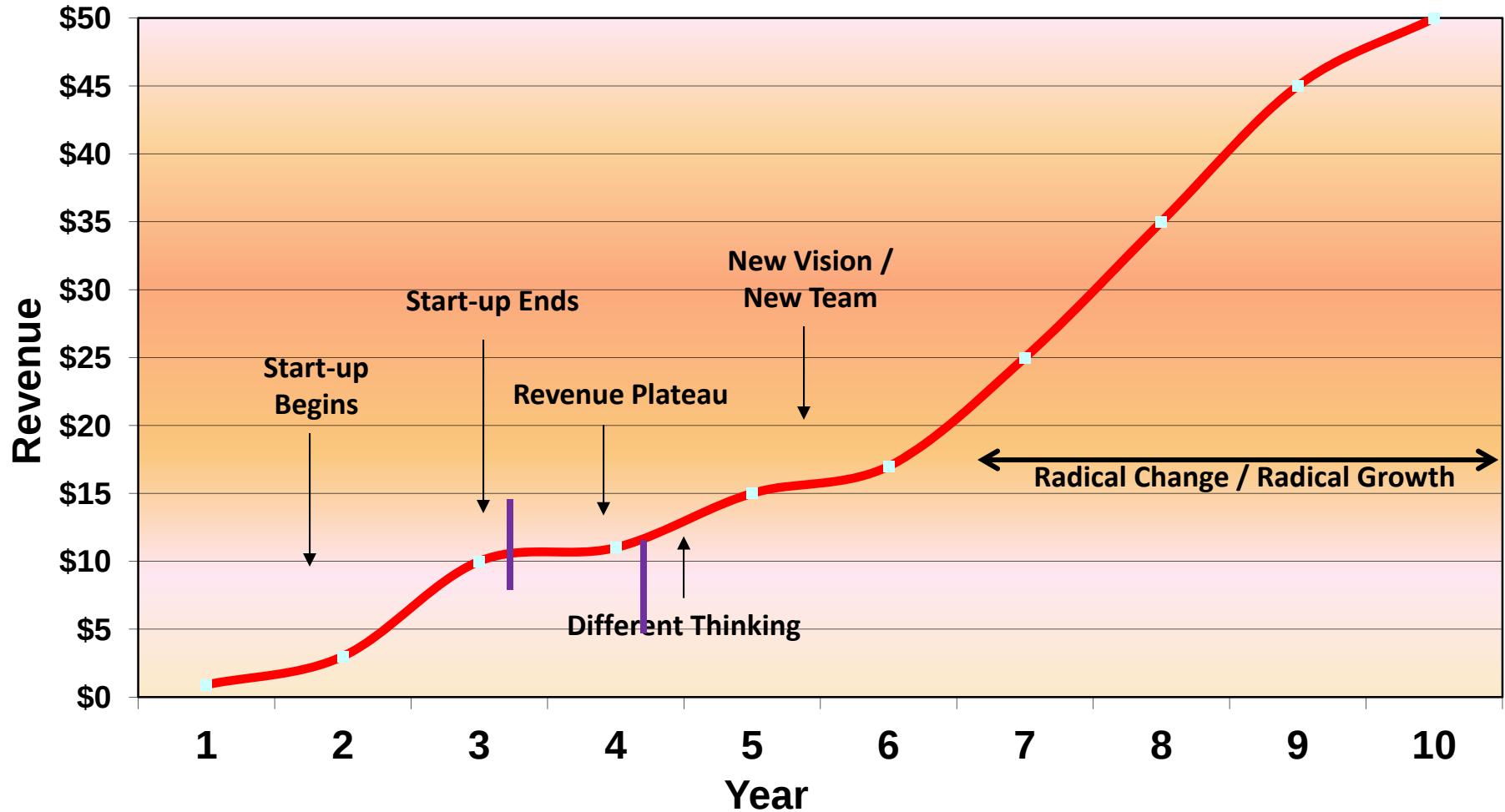
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From Start-Up To \$50 Million

Lessons Learned

A GGN Group Presentation



GGN Group



GGN is dedicated to making business ownership more enjoyable and businesses more valuable



Entrepreneurial
Management

Professional
Management

Objectives

This presentation is about Attitude and Habits

KASH BOX

Knowledge

Attitude

Skills

Habits

Take Away Points

Great Leadership

Best Ideas

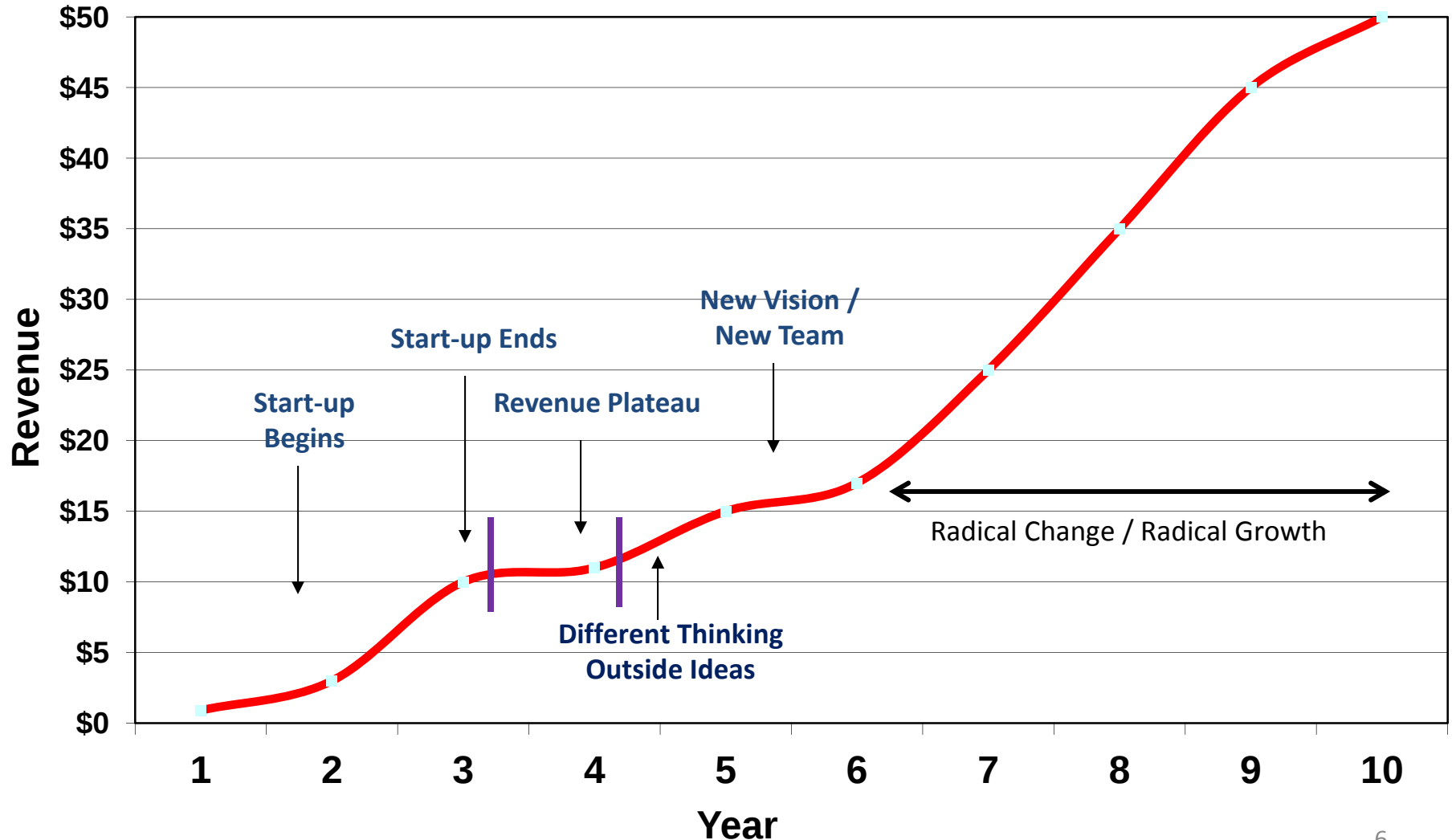
Different Thinking

Continuous Change

- Great leadership is a requirement for success
- Some of the best ideas will come from outside
- Think differently about your business
- Change is a matter of survival

Taking It To The Next Level

Success Principles In Action



Case Study



Setting the Stage

- Late 1980's
- Two large companies dealing with radical change
 - Rapid technological changes
 - Culture
 - Competition
 - Sustainable value
- Create joint venture **outside** their organizations that will change the way “Pre-Press” production is performed
- Original Strategy
 - Displace incumbent service providers , using new technologies, creating competitive advantage through significant downstream cost reductions

Radical Change

Company Culture

Competition

Outside Knowledge

The First Three Years

Tactics

Objectives

Discipline

Communication

Measurement

Teamwork

- Put the right team in place based on original objectives and strategy
 - Good tactical leadership
 - Clear objectives (Management by Objectives)
 - Disciplined planning and execution
 - Continuous communications
 - Defined performance measures
 - Great teamwork

Mission Accomplished



- By 1992 our initial mission had been accomplished
- Revenue about \$12M and growing 6% per year (*We reached our first plateau*)
- We began to “Satisfice” (*to act in such a way as to satisfy the minimum requirements for achieving a particular result*)

The Honeymoons Over

- Our shareowners wanted and needed more in order to achieve their goals
- We needed to take the business to a whole new level – but how?
- It was clear we needed
 - New Leadership
 - New Thinking
 - New Knowledge
 - Significant Change



The Transformation Begins

The Team That Got You To Where You Are Today May Not Be The Team To Get You Where You Need To Be Tomorrow



Technical Leadership

Visionary Leadership



Tactical Thinking

Strategic Thinking



Entrepreneurial Management

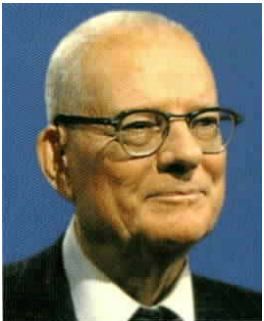
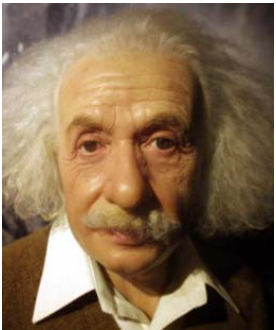
Professional Management



Satisficing

Continuous Improvement

Success Principles



- **New Leadership** (Lead Me, Follow Me or Get Out of My Way *General George Patton*)
- **Different Thinking** (The problem of today cannot be solved at the same level of thinking at which they were created *Albert Einstein*)
- **Seek Help For Outside** (Profound knowledge comes from outside *Dr. Edward Deming*)
- **Continuously Improve** (Change is not necessary because survival is not mandatory *Dr. Edward Deming*)



Example One

Outside Knowledge – Think Different

- Dramatic Reduction to Production Cycle Time
 - Knowledge (Challenge) from outside the organization
 - Initial reactions
 - Can't be done
 - We are already the best
 - Customer does not care

**YES
WE
CAN**

Example One

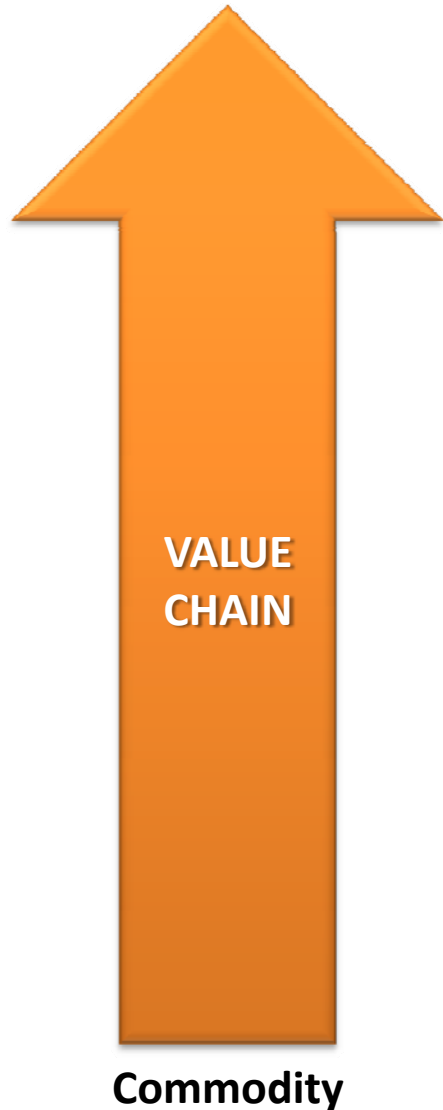
Different Thinking

- Challenge got us to start thinking differently about our value, our customers and our value proposition
 - We create value for our customers “downstream”, can we create value “upstream”?
 - Can we move up the value chain?

**Make The Competition
Irrelevant**

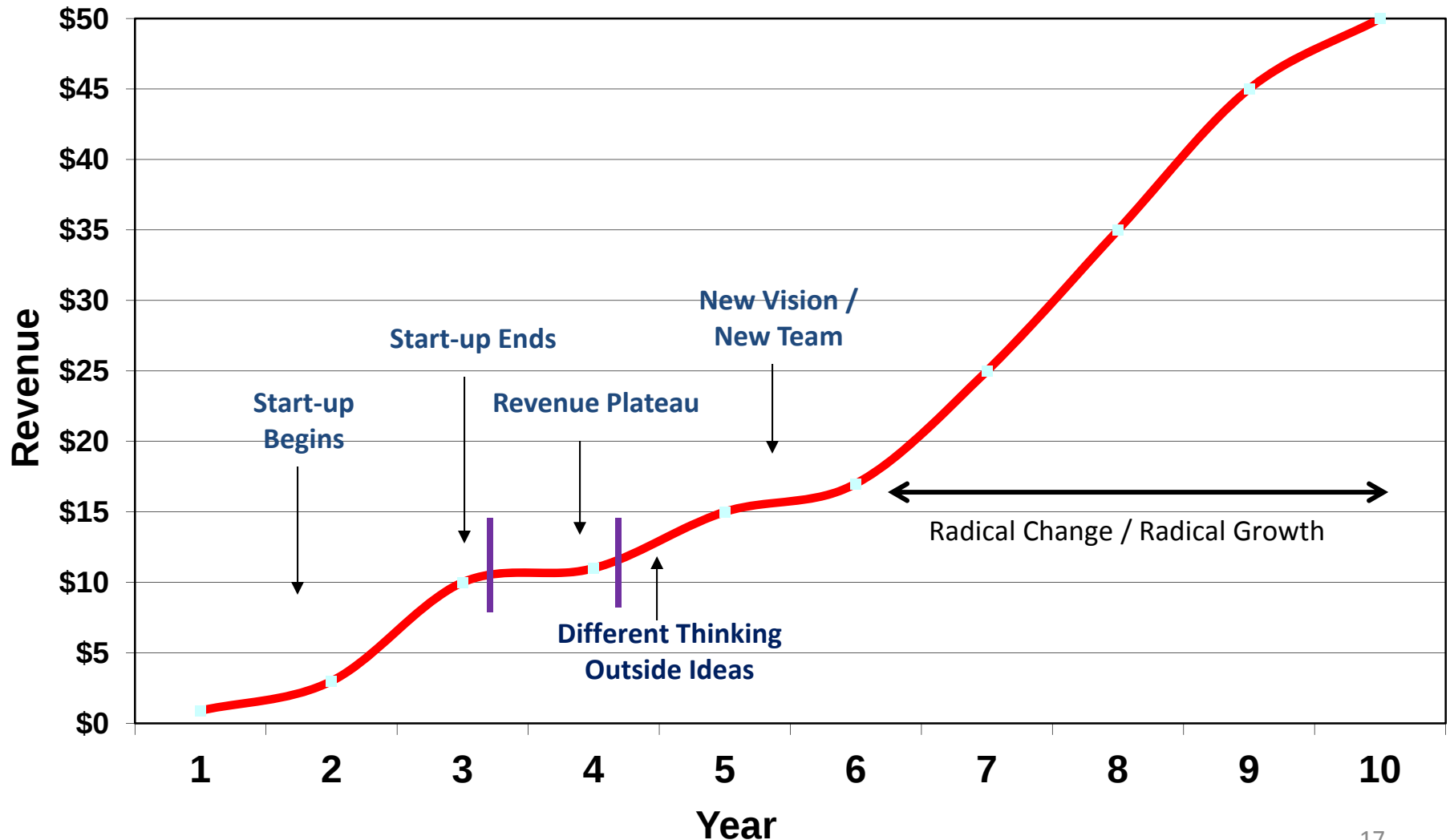
Example One

Different Thinking



- Re-engineered our processes to reduce cycle time by more than 70%
- Added significant value to customers process
- Created competitive advantage
- Moved up the value chain

Added Value = Higher Revenue



Example 2

The Bigger Opportunity

- By 1995 our growth was accelerating as we captured more market share
 - Problem 1 – We were becoming a big fish in a small pond
 - Problem 2 – Technology advances were eroding our competitive advantage
- The growth of the internet and e-commerce were going to change everything



The Transformation Continues



Think Different

**Leadership to sell
the vision, make
the decisions and
take the actions**

- New opportunities in e-commerce led us to think differently about our business
 - New vision
 - New value proposition
 - New business model
 - New knowledge requirement
 - New processes

The Result



- Transitioned the business from a “commodity” service provider to a creator of high value content.
- Sold existing product into new markets
- Moved up the value chain

**Lead me, follow me or get
out of my way**

**The problems of today
cannot be solved at the
same level of thinking at
which they were created**

**Profound knowledge comes
from outside**

**Change is not necessary
Survival is not mandatory**

Conclusion

- Great leadership is a requirement for success
- Some of the best ideas will come from outside your business
- Think differently about your business, its customers, suppliers and employees
- Continuous improvement is a matter of survival

Thank You



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