

Aligned & Innovative: Auto Supplier Doubles Revenue

ORGANIZATION

An employee-owned, market-leading provider of protective coatings for the automotive industry.

ISSUE

Due to increased competition in the marketplace and product pricing pressure, the company's leadership needed to come to agreement and alignment on its brand intention, vision, and strategic direction.

OUTCOME

Over a period of four years the company doubled its revenue to over \$75 million. This included a growth rate of 44% in income for the last two of those years. In that period of time, it transitioned to become a 100% employee-owned company. It was named one of the best places to work in its region, was twice recognized for its success as one of the nation's best employee-owned corporations, twice received The National Center for Employee Ownership's "Innovation Award", and was voted one of the Top 50 small companies by INC Magazine.

PROCESS

Over the course of a year, the entire company went through a meticulous, multi-step True Alignment® process, including strategic planning and alignment, consulting, coaching, and on site leadership workshops. The process started with the leadership team undertaking a strategic planning process focused on the alignment of vision, brand intention, and culture. The resulting strategy was cascaded through all levels of management and sales. For the entirety of the one-year alignment project, on an as-needed basis, the CEO and executives were provided with coaching support.

Consultant/Company

Edgar Papke, Creator of True Alignment®, and The True Alignment Company

Country

U.S.A.