

Industrial Packaging Manufacturer: BU Strategy Development

Established a robust growth strategy across our client's European geographic and product footprint while building senior leadership team capabilities to replicate the process in the future

Project Overview

Client Context

- Industrial packaging manufacturer's European portfolio reflected a diverse mix of customer end markets, products and geographies
- Economics of the existing portfolio were highly variable, reflecting both differences in underlying market structure as well as the client's competitive positioning
- Client had struggled to drive growth within its current portfolio over the last few years and was looking to establish a new growth plan

Approach

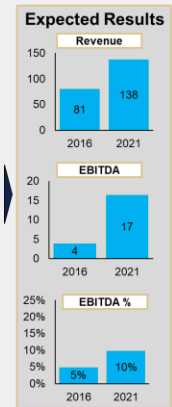
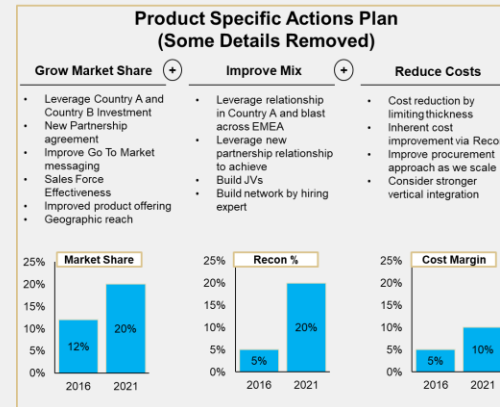
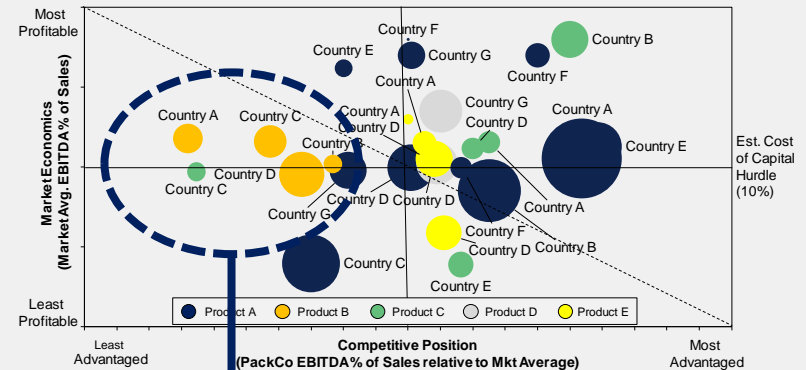
- Pan European portfolio review (profit pools, headroom, competitive positioning, etc.) across eight countries and seven products to determine high priority growth and profit improvement opportunities:
 - Identified sources and drivers of value at the intersection of product, geography and market segment
 - Conducted assessment of market profit pools, growth headroom and competitive strengths and weaknesses
 - Established near-in and long-term commercial and strategic priorities to drive growth
 - Conducted deep dive assessment of prioritized opportunities and developed detailed action plans

Outcome

- Clear roadmap to deliver \$13M in EBITDA improvement via: (a) plant consolidation; (b) investment in growing product market; (c) strategic acquisitions
- Break-out growth in the following year after the work was completed: 9% growth in Sales and 8% in EBITDA
- Client hired TRC for multiple global product strategy reviews subsequent to this engagement

Deliverable Examples

Market & Competitive Position Assessment



Note: Full case studies available upon request
Names & Numbers Modified to Maintain Confidentiality