



# Restructuring for Hypergrowth

## CHALLENGE

A leader in the design and manufacture of the highest-quality 'Technical Jewelry'; SilverCo was going through a period of rapid growth in which revenues had increased by more than 1,300% in just over three years.

Despite the company's success, a convoluted shareholding structure was syphoning profits and the management team was struggling to lead the fast-growing organization. As such, ownership engaged us to transform shareholding structure whilst providing management the tools needed to lead the company forward.

## APPROACH

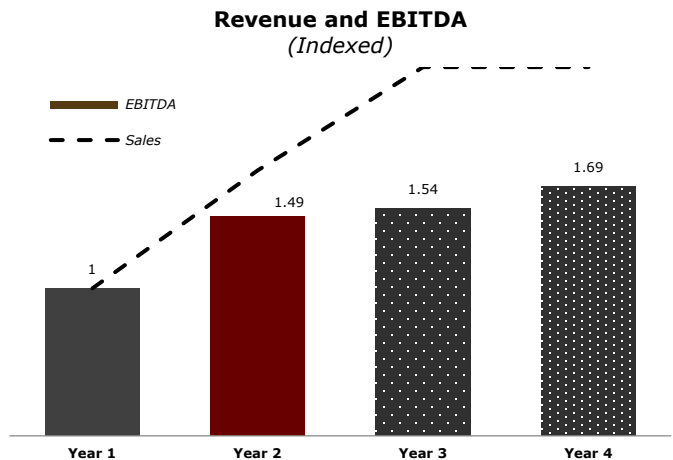
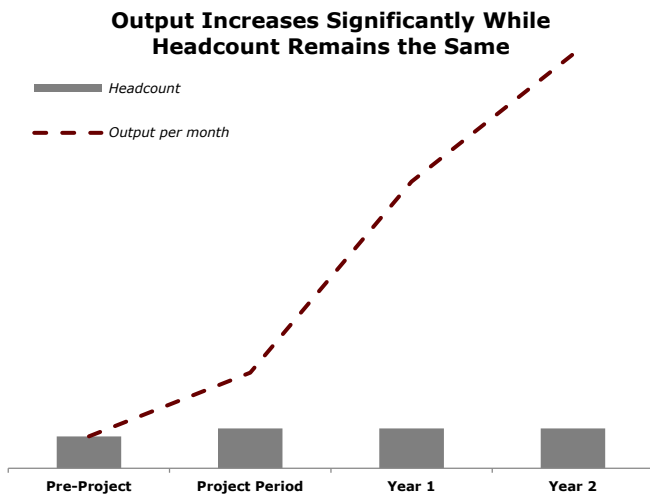
The change program at SilverCo spanned 14 months and included building consensus on the new shareholding structure as well as designing, implementing, and tracking new management systems.

WorkOUT	Implementation	Sustain	Exceed
<ul style="list-style-type: none"> <li>Determine which issues to work on and why.</li> <li>Establish baseline</li> <li>Define future state goals</li> <li>Define priority initiatives</li> <li>Create implementation plan</li> <li>Create teams w/client support</li> <li>Early successes</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate discussions on new shareholding structure</li> <li>Come to consensus on shareholding structure</li> <li>Help client to communicate change to the broader organization</li> <li>Implement initiatives in major operating areas</li> </ul>	<ul style="list-style-type: none"> <li>Conduct ongoing process redesign and implementation</li> <li>Implement JI program as the foundation for training</li> <li>Assist with initiatives as needed</li> </ul>	<ul style="list-style-type: none"> <li>Monitor ongoing progress</li> <li>Address roadblocks</li> <li>Identify 1,000-day action steps</li> <li>Launch new initiatives</li> </ul>

## RESULTS

Operational efficiency improved allowing the client to implement several new initiatives in quick succession. All of which allowed output to soar almost fourteen-fold while maintaining the same headcount.

Furthermore, rebalancing the shareholding structure allowed the client to increase **EBITDA** by almost **50%** in the first year alone.



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