



PERFORMANCE MANAGEMENT ASSOCIATES, INC.

*Reconnecting The Disconnect Between Strategy,
Operations & Finance*

Case Study DC Rollform

Creating A Market Offer

Client Profile and Situation:

DC Rollform is a full service custom roll forming business that specializes in providing value added component part solutions for their customers. They are an integral part of their customers manufacturing processes and provide high precision roll formed metal parts to a variety of industries, which include industrial and residential buildings, architectural design applications, rail and road transport, automotive, recreational, agricultural, office furniture, mining and heavy construction. DC Rollform is located in Falconer, New York and employs 15 people in a non-union environment. The company desired to increase market share and profits through customized market offers of value added services. The objective of the market offer is to provide a solution to the customer's and or prospect's significant need.

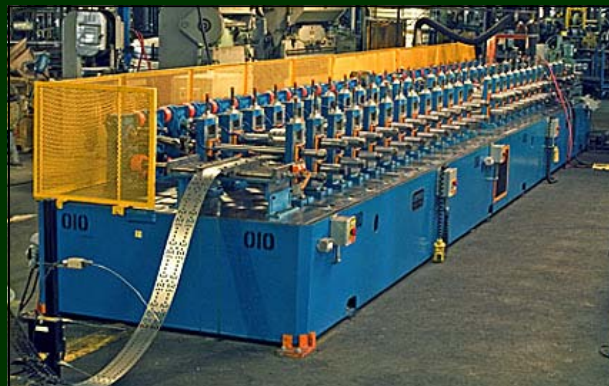
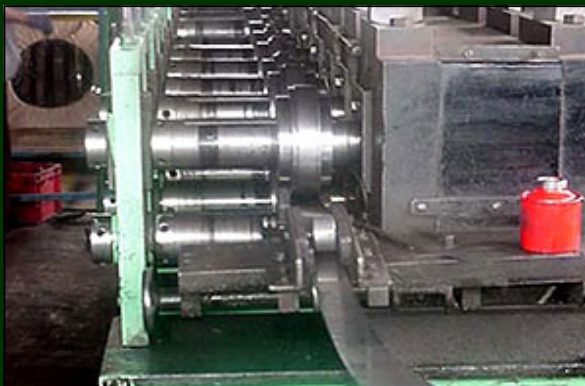
DC Rollform engaged Performance Management Associates, Inc. to review its sales and marketing opportunities as well as their operations as part of this strategic initiative.

Engagement:

The engagement focused on how the company could increase sales with a defined market offer, how to sell a market offer (which is different from selling features and benefits of products), defining the sales process, and determining the required operational changes to support the proposed market offers.

The following subject areas were explored to support this initiative:

- Identifying the undesirable desirable effects in their customer's business environments and the available market offer opportunities
- Determining the impact on profitability from new business opportunities
- Determining how to target, penetrate, and segment various markets



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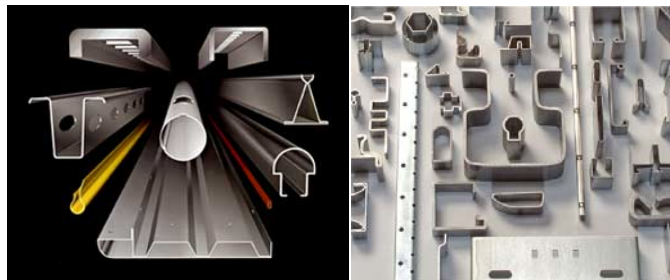
- Defining the quoting process and methodology required to price and close new business opportunities
- Turning the “art” of selling into a repeatable process that includes a defined set of dependent steps
- Scripting specific sales and marketing communications for new business prospects
- Identifying operational improvements, such as setup reduction, required to support the sales growth initiatives

Results:

DC Rollform was given the basics to build a competitive edge in a difficult and price conscious market. As a result of the facilitated training sessions and by incorporating the following key understandings the company has the knowledge to put the action items in place and meet it's goals.

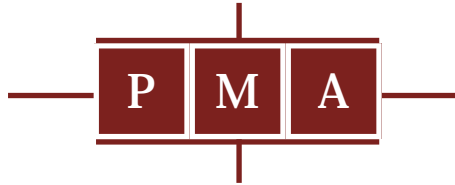
Key Understandings:

- Sales and marketing is a process that can be leveraged and systematically managed.
- A competitive edge is gained by fulfilling a market need that is not based on lowest price.
- When pricing is based upon traditional costing methods; it signals to the market a perceived value for a product that is based on “cost plus” and not based upon the needs of the market.
- Velocity and product contribution margins are the variables that determine how the organization leverages its resources to make money through sales.
- The cost behavior of setups, labor and other similar costs generally do not change in direct relationship to sales volume. These misconceptions of “causes and financial effects” inhibit the company from achieving the desired financial results.
- Workplace organization and quick change over techniques increase manufacturing flow, increase capacity and shortens the lead time to the customer.



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Contact Us



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Buffalo, New York Office:

209 White Tail Run · Grand Island, New York 14072
Telephone: 716-775-0482 · Fax: 716-775-0482
Email: info@pma-associates.com

Jamestown, New York Office:

297 Howard Avenue · Jamestown, New York 14701
Telephone: 716-640-6334 · Fax: 716-775-0482
Email: info@pma-associates.com