

SCALING UP BUSINESS STRUCTURE PROVIDES ACCOUNTABILITY AND RESULTS TO BGR

ABOUT BGR. BGR is a family owned distributor-manufacturer of packaging supplies and equipment, headquartered in West Chester, Ohio. BGR helps companies take control of their packaging performance-cost, inventory, throughput, and service by providing nationwide distribution and warehousing with three warehouses, a regional truck fleet, nationwide 3PL network, end-of-line automation experts, and field techs.

THE CHALLENGE. BGR created a differentiated value proposition for their prospects and customers which resulted in a growing sales pipeline. The leadership team wanted to fulfill the new sales and grow profitably but were concerned the internal systems were not prepared for growth.

MEP CENTER'S ROLE. BGR engaged with TechSolve - the SW Ohio MEP Regional Partner, part of the Ohio MEP and the MEP National Network™ - in a Scaling Up Assessment which revealed strengths in cash and strategy and revealed opportunities in people and execution. More specifically regarding opportunities, the leadership team recognized that growth had come at the cost of increased mistakes, errors, and problems, and there was no systematic process for continuous improvement. BGR needed to develop a repeatable business structure to drive accountability. This would contribute to growing profitability and allow a future COO to run the business more easily. The business structure/model needed to be clearly and easily understood by the organization even to the extent that it became a cultural element. TechSolve engaged with BGR by coaching the leadership team in the concepts and tools used in the Scaling Up Performance Platform. Short and long term strategies were developed and reviewed each quarter, along with quarterly priorities, to help ensure the 1-year strategic initiatives were met. Core values were discovered and emphasized through sessions illustrating examples of how core values were "lived" at BGR. Talent Assessments were performed and coaching sessions were initiated for each team member to help them grow within BGR. A cash flow analysis was used to inform the leadership team what "levers" they could pull to both increase cash flow and profitability. Both functional and process accountability was created and measured weekly through the company's KPI dashboard. Set-up reduction training was performed to help increase manufacturing capacity and reduce inventory levels required. The "perfect order," from order to fulfillment to payment, was analyzed and improved to reduce waste, errors, and lead time. The result was increased profit, more value delivered to customers, a leadership team aligned on strategy, core values, employee growth, and operational metrics.

"The results of our leadership team living the Scaling Up values are increased profit, more value delivered to customers, and the leadership team being aligned on strategy, core values, employee growth, and operational metrics."

-AJ Backscheider, Continuous Improvement

RESULTS



4 jobs created



\$3,500,000 in cost savings



\$750,000 in new investment

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