

Strategic Planning



Sales

“A term used to describe the activities that lead to the selling of goods or services”

“The increase in sales as a result of the collective efforts, successful planning and execution of cross functional teams”

“Sales are Vanity, Profits are Sanity”



Sales

“The increase in PROFITS as a result of the collective efforts, successful planning and execution of cross functional teams”



Why Strategic Planning?

- Focus
 - Market
 - Product
 - Technology
 - Sales
- Alignment
 - Equipment
 - Systems/Procedures
 - Goals
 - Personnel
- Profit



Strategic Thinking

- Think in the terms of:
 - Present/Future
 - Product Category
 - Market
 - Critical Characteristics
 - Value Add
 - Customer Requirements
 - Where Used
 - Technology
 - Resin Types
 - Why?
 - “360 degree thinking”



Strategic Planning Outline

- Introspective
 - Ideal Customer
 - Niche
 - Markets
 - Challenges
 - Product Categories
 - Challenges
 - “The Box”
 - Competition
 - Benchmarking
- “8” Growth Strategies
- Growth Considerations
- Define “goals and gates”
- “Report Card”



Ideal Customer Traits

- 1) Culture
- 2) Relationships
- 3) Valued Partnership
 - 1) Transparency
 - 2) Commercial
 - 3) Collaborative Engineering
 - 4) Timing/Speed
- 4) Not “cheap”
- 5) Size
- 6) Account Potential
 - 1) \$1.0 million minimum
 - 2) \$5.0 million target
- 7) Matched value proposition
- 8) Corporate Resin Pricing
- 9) Not Vertically Integrated in molding
- 10) 30% Margin/40% Contribution
- 11) Geography
- 12) Non-Automotive
- 13) Execution
- 14) High Volume/Long Life
- 15) Engineered Resins



Niche (Existing)

- Automation
- Resin Expertise
- Supplier Relationships
- Execution/culture “Likability”
- 85T to 300T Horizontal Molding
- Engineering
- Prototyping
- In-house tooling
- Value Added Assembly



Niche (Future)

- Geographic Expansion
- Larger Tonnage
- Market Expansion
- Product Expansion
- Applied Technology Leader
- Metal-to-plastic
- VA/VE

Challenges (Existing)

- 1) Geographic
- 2) Diversification (product, market, customer)
- 3) Succession Planning
- 4) Culture
- 5) Capacity Utilization
- 6) Direct Labor
- 7) Communication

Challenges (Future)

- 1) Sustaining Culture
- 2) Capacity
- 3) Skilled/Technical Labor
- 4) Geopolitical



Product Profile (Existing)

Company	Product(s)	Market	Key Characteristics
Customer A	Fluid Components	T1 Automotive	Engine, black, functional (mostly), fluid, high-heat, assembly, engineered resins
Customer B	Tupperware	Consumer	Clear, Colored
Customer C	Interior Trim	T1 Automotive	Value Added Assembly, Molded in Color
Customer D	Sun Visors	T2 Automotive	Value Added Assembly, Molded in Color
Customer E	Electrical Connectors	T2 Automotive	Insert Molded, Tight Tolerances
Customer F	Brackets	T2 Automotive	Black Functional Plastics

Defined Market (Existing)

- 1) Automotive – 80%
- 2) Industrial – 10%
- 3) Consumer – 10%



Defined Market (Future)

- 1) Automotive – 60%
- 2) Industrial – 30%
- 3) Consumer – 5%
- 4) Appliance – 5%



Defined Product Categories (Existing)

- Underhood
- Interior Trim
- Consumer Products
- Electrical

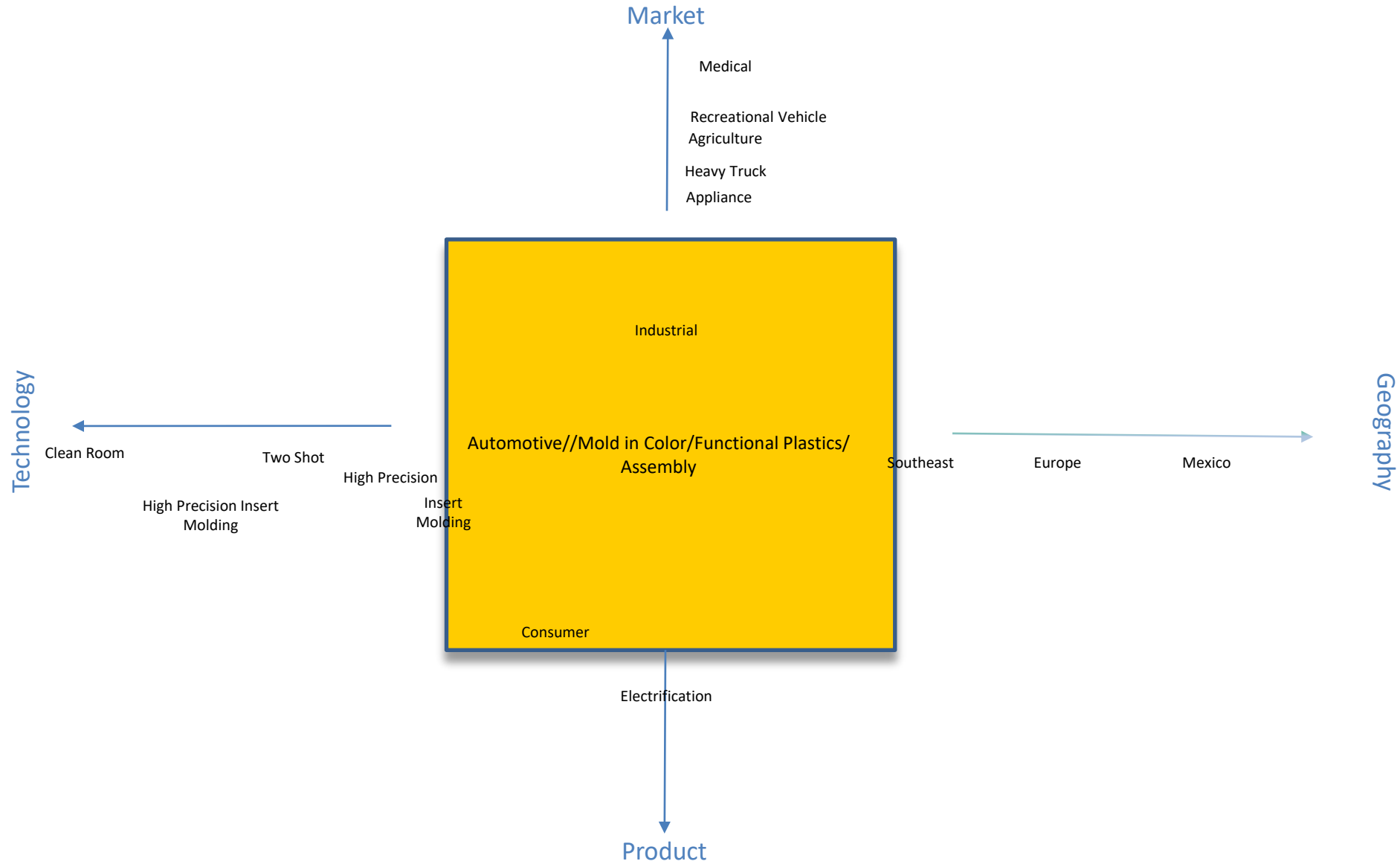


Defined Product Categories (Future)

- EV



The “Box” (by market/key characteristics)



Core Competitors by Product (Existing)




Core Competitors by Product (Future)



Benchmarking

- Geographic
 - Champion Plastics
- Technology
 - Fabrik Molded Plastics
- Product
 - Viking Plastics

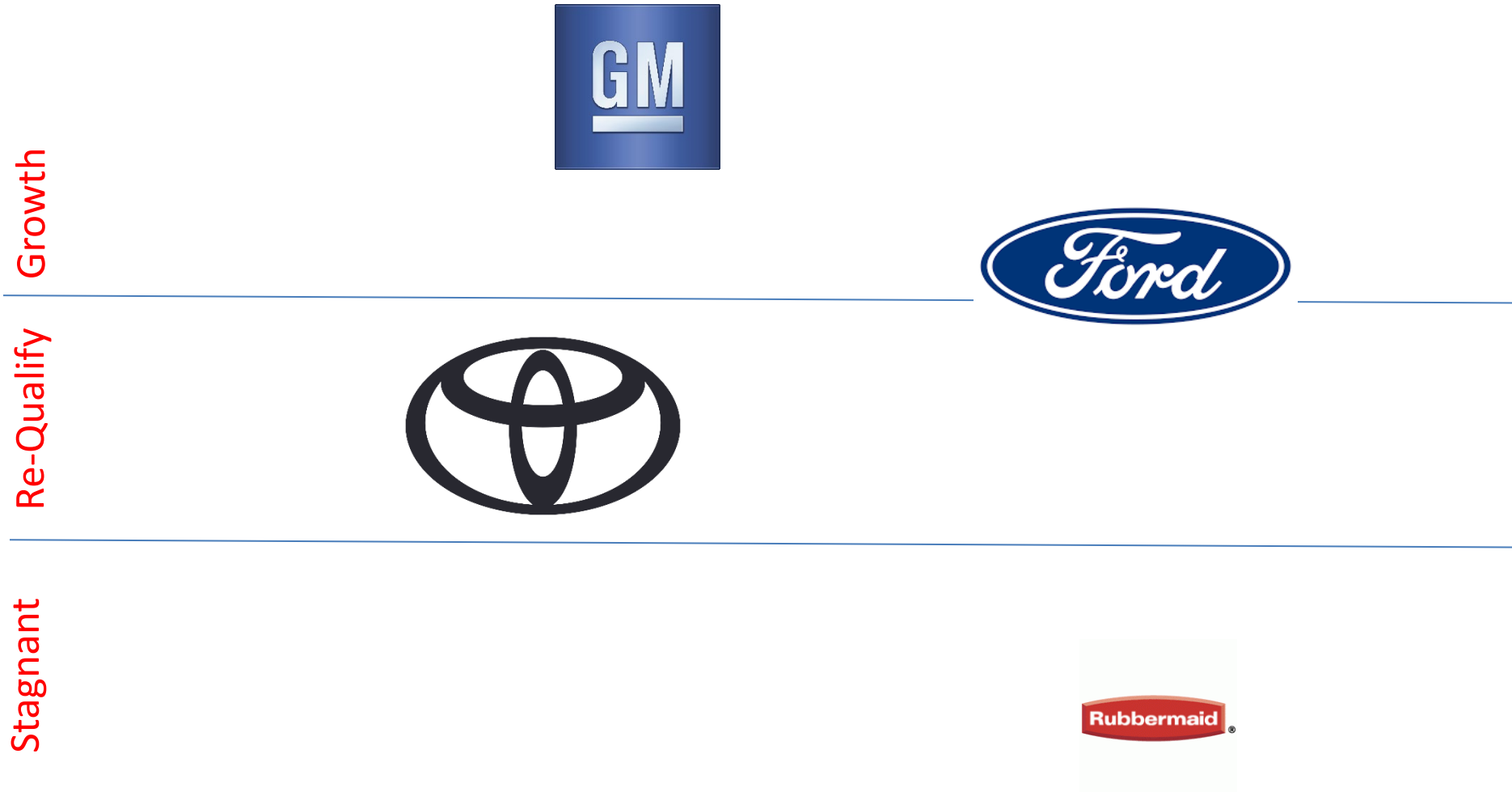
The “8” Strategic Growth Strategies

- 
- Easy
- Strategy 1 - Expand business vertically within existing accounts and current products.
 - Strategy 2 - Expand business horizontally within existing account and customer division/products.
 - Strategy 3 - Expand customer base within current product categories
 - Strategy 4 - Expand customers by expanding product offerings within current niche.
 - Strategy 5 - Expand markets within current product niche
 - Strategy 6 - Expand current product/technology niche
 - Strategy 7 – Opportunistic Growth
 - Strategy 8 – External Acquisition Growth
- Hard



Strategy 1

(Existing Customers - Vertical Growth)



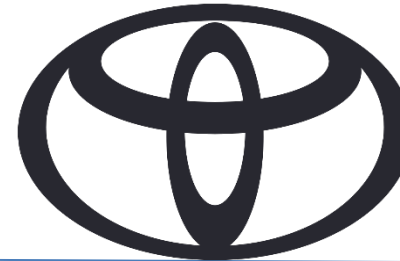
Strategy 2

(Existing Customers - Horizontal Growth)
Product & Divisional

Growth



Re-Qualify



Stagnant



Strategy 3

(Expand Customer Base – Current Product Categories)

Target



Qualify



HONDA

Disqualified



Strategy 3

(Expand Product Offerings – Existing Niche/Technology)
Widget A

Target



Qualify



Disqualified



Strategy 4

(Expand Product Offerings – Existing Niche/Technology)

Widget B

Target

DENSO

Qualify



Disqualified



Strategy 5

(Expand Markets)

- Industrial
- Appliance
- EV



Strategy 6

(Expand Technology Niche)

- Two Shot
- Insert Molding



Strategy 7

(Opportunistic Growth)

- Guidelines
 - Can't be “too far” outside the box
 - Minimum \$1.0 million potential
 - Supports Strategic Plan



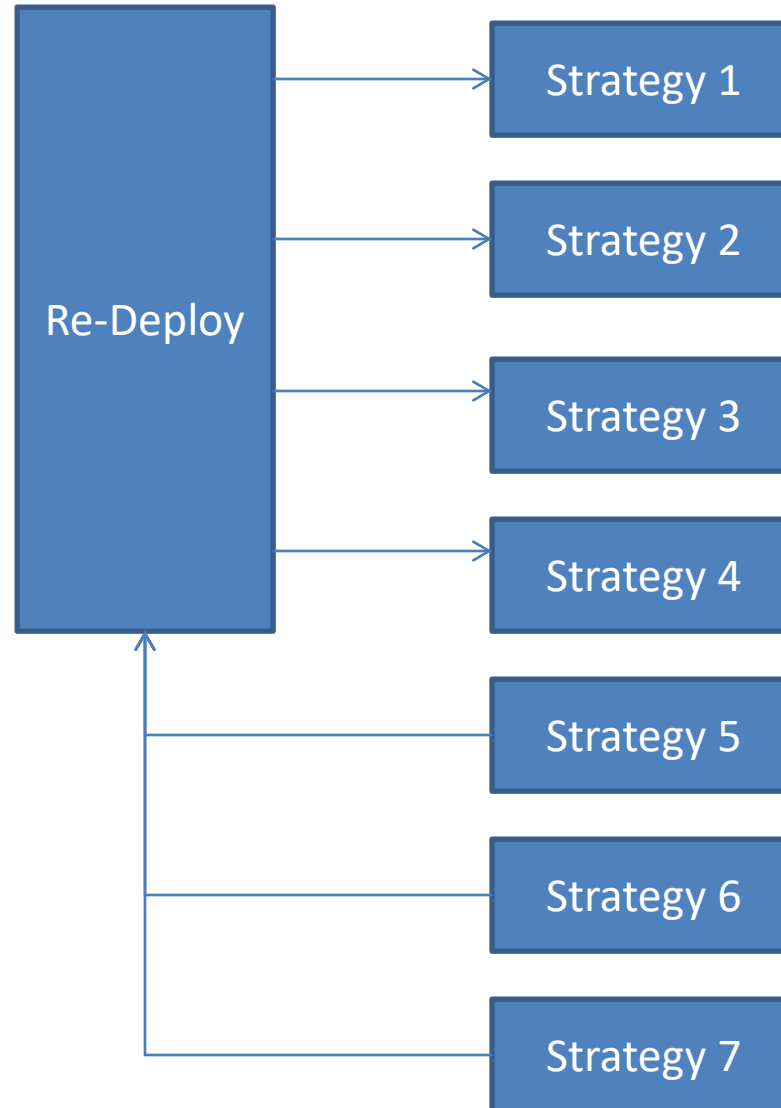
Strategy 8

(External Acquisition Growth)

- Market Penetration
- Sales Volume
- Niche/Technology
- Customer Penetration
- Geographic Penetration/Customer Support



Strategy Re-Deployment



Infrastructure Growth Considerations

- Sales/Account Management
- Quoting
- Engineering
- Plant/Automation Engineering
- Capital Equipment/Buildings
- Human Capital/HR
- Capacity
- Purchasing
- Finances



Growth Considerations “Gates”

- KPI Indexes
 - # quotes per month
 - # new tools
 - Capacity
 - On Time PPAP
 - New \$ Awards
 - MWRs

2024 Milestone Goals

- Secure order with one Strategy 1 customer
- Get six RFQs from any Strategy 4 customer
- Get one RFQ from a non-automotive customer
- Get one metal to plastic order



2024 Milestone Goals “Report Card”

- Received 6 non-automotive RFQs
- 1 new order in the EV space

