



FORNAX EXECUTION CONSULTING

CASE RECORD · FEC-C03

Selling more and making more, from the same factory.

FOOD & DRINK MANUFACTURER · EUROPE



WHAT THE COMPANY WANTED TO DO NEXT

Sell more and make more without pushing more orders through a factory already at its limit, relying on referrals to win new clients, or making the business even more dependent on its founder.

THE PLAN

Sell more and make more without pushing more orders through a factory already at its limit, relying on referrals to win new clients, or making the business even more dependent on its founder.

OPERATING JUDGMENT

☐ PROCEED

☒ PROCEED AFTER CHANGES

☐ DO NOT PROCEED

The company was not yet ready to carry the growth plan. All 9 parts we examined needed changes before the plan could proceed properly.

CHANGE / BUILD

CHANGED · 3

FACTORY FLOW

WHERE IT SELLS

WEBSITE

BUILT · 3

SALES SYSTEM

NEW BRAND

COMPANY KNOWLEDGE RECORD

PROOF

Time to get an order out

2-3 days →
1-1.5 days

DISPATCH RECORDS

New partnership clients a month

0-1 →
4

MANAGEMENT'S COUNT → CRM RECORDS

New fitness brand, monthly sales by month 2

€0 →
€8,800

FINANCIAL RECORDS

BEFORE · WORK CROSSED BACK OVER ITSELF



AFTER · WORK MOVES FORWARD THROUGH THE FACTORY



What does this company need to become to execute its next stage, grow stronger, and create more value through it?

01

Can the company carry the plan?

02

What needs to change or be built?

03

How does the company become stronger through it?

WHY IT MADE SENSE

The company had a strong local name, steady customers in hospitals, schools and restaurants, and good supplier relationships. Its revenue was steady.

But steady revenue hid a weaker position. Larger retail chains were winning the same buyers with better prices and delivery, the factory was at its limit, and almost everything depended on the founder. Growing on top of that would have made each problem bigger.

9 of 9

parts of the business we examined needed changes before the company could carry the growth plan properly.

WHAT THE NEXT STAGE REQUIRED FROM THE COMPANY

01

A factory where more orders can move forward without crossing back over themselves.

02

A sales function that goes out and wins clients, instead of waiting for referrals.

03

Ways to sell that do not rest only on hospitals, schools and restaurants.

04

Supplier, customer and production knowledge written down, not held by one person.

05

A person chosen to take over who is involved in running the business.

06

Measures for sales, factory output and dispatch time.

Can the company carry the plan?

Not yet.

All 9 parts of the business we examined needed changes before the company could carry the growth plan properly.

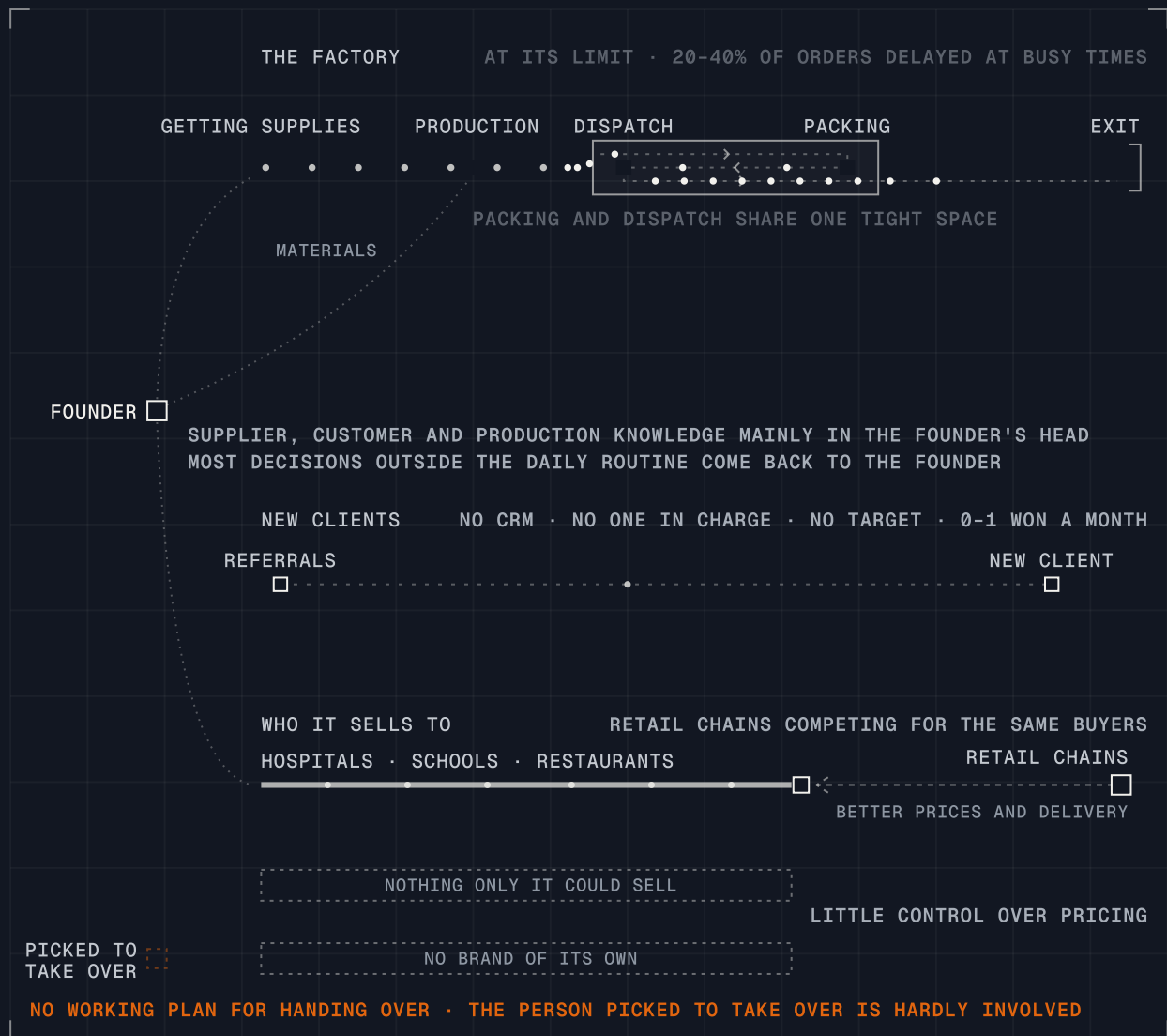
What we found

09

01	THE FACTORY	The factory was already close to its limit. During busy periods, 20–40% of orders were delayed, and a normal order took 2–3 days to get out.
02	PACKING AND DISPATCH	Packing and dispatch both depended on the same tight part of the factory, so work got stuck there.
03	SALES	Sales had no CRM, no one clearly in charge and no target. The company was gaining only 0–1 new client a month, mostly through referrals.
04	KNOWLEDGE	Important supplier, customer and production knowledge lived mainly in the founder's head.
05	DECISIONS	Most decisions outside the normal daily routine still came back to the founder.
06	CUSTOMERS AND COMPETITION	Most sales came through hospitals, schools and restaurants. Larger retail chains were competing for the same buyers with better prices and delivery.
07	PRODUCTS AND PRICES	The company had no exclusive product channel, no product brand of its own and little control over its prices.
08	HANDING OVER	There was no working plan for handing over to the next leaders. The person picked to take over was hardly involved in running the company.
09	MEASURES	Nobody measured sales results, factory output or how long dispatch took, so problems stayed hidden until they hurt.

The company as it was, and what would have stopped the plan

HOW ORDERS ARE MADE · AND HOW THE COMPANY SELLS



The problems: what would stop the growth.

WHAT WE FOUND · HOW THE COMPANY WORKED, BEFORE AND AFTER · DRAWN FROM OUR RECORDS OF THE WORK

What needs to change or be built?

Some parts of the company had to work differently. Others did not exist yet.

CHANGED What had to work differently

03

	WHAT WAS THERE BEFORE		HOW IT WORKS NOW
01 FACTORY FLOW · REDESIGNED	Packing and dispatch shared one tight part of the factory, work crossed back over itself, people worked around blocked walkways, and 20–40% of orders were delayed at busy times.	→	Each stage of the work got its own zone, in the order the work is done. Packing moved next to production and dispatch moved to the exit. Storage was rearranged so the materials used most often sit closest to where they are used, and keeping walkways clear became a daily rule.
02 WHERE IT SELLS · CHANGED	The company sold as one of many suppliers to hospitals, schools and restaurants, with nothing only it could sell.	→	We helped secure an exclusive franchise deal with an eight-figure Arabic sweets manufacturer: within the company's city, only this company could sell that manufacturer's premium product line.
03 WEBSITE · REBUILT	The website still showed the company as a traditional local manufacturer.	→	A new website shows the full range, the franchise and the fitness brand, and lets customers buy the brand directly.

BUILT What did not exist yet

03

	WHAT WAS THERE BEFORE		HOW IT WORKS NOW
04 SALES SYSTEM · BUILT	Sales had no CRM, no one in charge and no target, and waited for referrals.	→	We installed a CRM and built a clear sales process: contact → qualify → proposal → close. Every possible new customer and every existing customer was added to the system. The team was trained on real possible customers, real calls and real proposals while we were working with the company.

BUILT

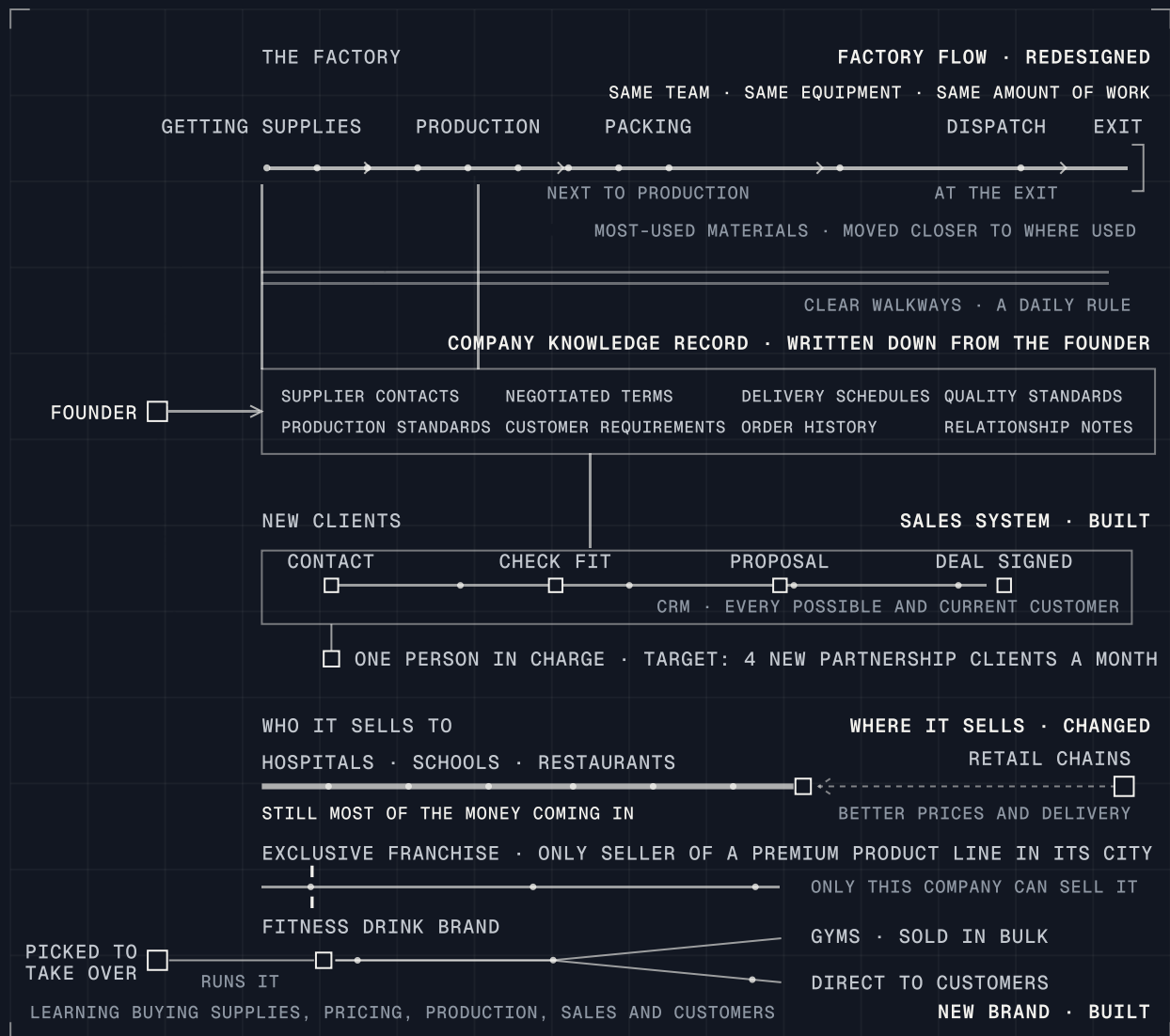
What did not exist yet

CONTINUED

	WHAT WAS THERE BEFORE		HOW IT WORKS NOW
05 NEW BRAND · BUILT	There was no working plan for handing over to the next leaders, and the person picked to take over was hardly involved.	→	We built a new fitness drink brand from zero, with two new ways to sell: wholesale through gyms and direct to customers. Running it means learning buying supplies, pricing, production, sales and looking after customers inside the parent company.
06 COMPANY KNOWLEDGE RECORD · WRITTEN DOWN FROM THE FOUNDER	Supplier, customer and production knowledge lived mainly in the founder's head.	→	We wrote down supplier contacts, negotiated terms, delivery schedules and quality standards. Production standards were written down for each product line, and each customer's needs, order history and relationship notes were recorded in the CRM.

The company after the changes

HOW ORDERS ARE MADE · AND HOW THE COMPANY SELLS



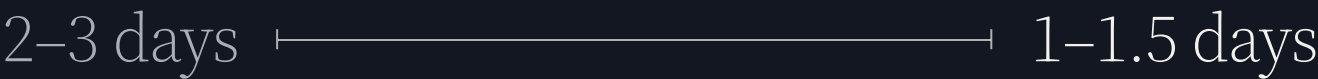
After: work moves forward, and new clients come from the company reaching out to them.

The company after the changes · HOW THE COMPANY WORKED, BEFORE AND AFTER · DRAWN FROM OUR RECORDS OF THE WORK

The new state, checked

Every figure with where it started, where it ended, how it was measured, and what limits it.

Time to get an order out



SOURCE

SEEN ON THE FACTORY FLOOR + DISPATCH RECORDS

→ DISPATCH RECORDS AFTER THE REDESIGN

HOW IT WAS MEASURED

Before and after the factory redesign, in the same factory.

WHAT IT CAN AND CANNOT PROVE

During the period measured, the team, equipment and amount of work remained the same. The material operating change was the factory layout.

Orders handled per day



Orders held up at the busiest times 20-40% → below 15%

DAILY FACTORY REPORTS

SOURCE

BEFORE AND AFTER

MEASURED ON THE FACTORY FLOOR + DISPATCH RECORDS

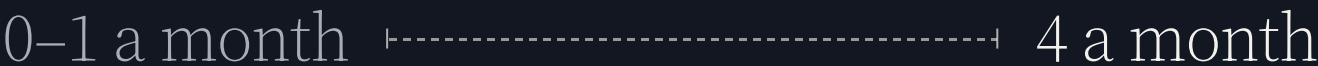
HOW IT WAS MEASURED

Before and after the factory redesign, in the same factory.

WHAT IT CAN AND CANNOT PROVE

Same team, same equipment, same amount of work.

New partnership clients



SOURCE

MANAGEMENT'S COUNT

→ CRM RECORDS

HOW IT WAS MEASURED

4 a month, 3 months in a row. The CRM tracked every new client from first contact to signed deal.

WHAT IT CAN AND CANNOT PROVE

The starting numbers are management's own count. The records show the new clients came from the company reaching out to them, not from more clients coming to it on their own.

More results from our work with this company

Number of clients

About 30 → About 40–50 within 3 months

MANAGEMENT'S COUNT → CRM RECORDS

New fitness brand

€0 → Selling at €8,800 a month by month 2

FINANCIAL RECORDS

The brand did not exist before we started work with the company. By month two, it was selling at a rate of €8,800 a month, from bulk-selling contracts with gyms (wholesale) and direct sales to customers.

Gyms selling the drink

0 contracts → 5 gym contracts

SIGNED CONTRACTS

Each gym agreed to order at least 500 bottles every order cycle (each regular round of orders).

Who the company sells to

Hospitals, schools and restaurants only → Existing customers + exclusive franchise with an eight-figure sweets manufacturer + sales to gyms + a brand sold direct to customers

PARTNERSHIP AGREEMENT + COMPANY RECORDS

This was a partial change, not a finished one. The original institutional customers (hospitals, schools and restaurants) still brought in most of the company's revenue. The new ways of selling made the company less dependent on them; they did not end that dependence.

How does the company become stronger through it?

WHAT REMAINS INSIDE THE COMPANY

FACTORY FLOW · REDESIGNED

The same factory team, with the same equipment. Clear walkways are checked in the daily factory report.

SALES SYSTEM · BUILT

One person in charge of winning new clients, with a target of 4 new partnership clients a month, working from the CRM.

WHERE IT SELLS · CHANGED

The company, as the only seller of that product line in its city. Its existing customers were kept.

NEW BRAND · BUILT

The person chosen to take over, with the new brand as an operating business line to run.

COMPANY KNOWLEDGE RECORD · WRITTEN DOWN FROM THE FOUNDER

Passing step by step to the managers and the person picked to take over, from the written records and the CRM.

STRONGER AFTERWARD

The same factory, team and equipment now handle 50–70 orders a day instead of 35–50.

New clients come from the company reaching out: 4 new partnership clients a month, 3 months in a row.

The company has new ways to sell: an exclusive franchise, gyms, and direct to customers.

The founder's knowledge is written down for the business, and the person chosen to take over runs a business line.

The change is partial: hospitals, schools and restaurants still bring in most of the revenue.

The intervention ends. The operating state remains.

How we know

Every number in this record, where it comes from, and what it cannot prove.

	SOURCE	WHAT IT SHOWS	WHAT IT CANNOT PROVE
01	SEEN ON THE FACTORY FLOOR + DISPATCH RECORDS	A normal order took 2–3 days to get out before the redesign.	
02	DISPATCH RECORDS AFTER THE REDESIGN	1–15 days after the redesign. During the period measured, the team, equipment and amount of work remained the same. The material operating change was the factory layout.	
03	MEASURED ON THE FACTORY FLOOR + DISPATCH RECORDS	Orders handled per day up from 35–50 to 50–70.	
04	DAILY FACTORY REPORTS	Orders held up at the busiest times down from 20–40% to below 15%.	
05	MANAGEMENT'S COUNT → CRM RECORDS	New partnership clients up from 0–1 to 4 a month, 3 months in a row, and about 30 clients growing to about 40–50.	The starting numbers are management's own count. The CRM covers everything after.
06	FINANCIAL RECORDS	The new fitness brand selling at €8,800 a month by month 2.	A monthly rate at month 2, not the total over two months.
07	SIGNED CONTRACTS	5 gym contracts, each for at least 500 bottles every order cycle.	
08	PARTNERSHIP AGREEMENT + COMPANY RECORDS	Who the company sells to now.	A partial change: hospitals, schools and restaurants still bring in most of the revenue.

What does this company need to become to execute its next stage, grow stronger, and create more value through it?

Bring us the plan.

Tell us what the company is trying to do next. Every review is handled in confidence.

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