



VENETIA PARTNERS REDESIGNS OPERATIONS FOR GLOBAL LEADER IN PROMOTIONAL PRODUCTS, REVERSING A \$9M ANNUAL WORTH BLEED

OVERVIEW

During a routine restructuring, a \$600M global leader in promotional products measured the financial impact of return on its bottom line. It not only noticed that the overhaul was causing financial distress, but also that it lacked sufficient information to determine the extent of its problems. The company engaged Venetia Partners (VP) to audit existing processes and correct gaps.

CHALLENGE

The suspected 2% annual reduction turned out to be a much bigger deficit. Its confirmed return rate was 3% higher than projected based on annual revenue. Inefficient tracking technology and process gaps and poor production were left unchecked for 7 years, and the company's annual worth reduction had reached 5%.

OUTCOME

While VP was brought in to correct one area, its overall operations and data analysis expertise added value across various areas of the business, identifying issues the company had been unable to recognize or quantify.

- Assessed existing returns process; instituted multifaceted continuous improvement plan
- Redesigned tracking through process and technology
- Trained all dept. leads to understand gaps and est. oversight
- Updated existing technology to handle more useful information
- Empowered leads to reduce returns in depts.
- Implemented in-depth reporting to track dollars, quantities & trends

RESULTS

Annual reduction of worth returns = 
 from 5% to 2%

EBITDA Improvement =  8%

"We suspected one specific operations problem, but the reality was nine times worse, literally. Venetia Partners recognized issues we couldn't see because we were too close to them. They worked with our team at every level to implement comprehensive solutions that delivered real results."

Chief Financial Officer Testimonial

ABOUT VENETIA PARTNERS

Venetia Partners is a firm of operations experts that drive rapid performance improvement and an immediate impact on the bottom line. They perform due diligence on companies and fix and transform business operations and supply chains for Private Equity and Executive Leaders of manufacturing (heavy & light), consumer goods and retail companies. Voted in 2016 as one of the fastest growing private companies by the Inc. 5000/500, Venetia Partners is sought after by private equity firms and manufacturing and distribution companies. The firm operates out of 11 major markets including Atlanta, Chicago, Pittsburgh, Shanghai and Zurich.

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