



“The engagement with CRT provided a clear view of the metrics required to attain our goals – and it remains a beacon to guide us there.”

Lorey Topham, CEO
JCI Metal Products

Company Profile

JCI Metal Products owns and maintains a 20,000 square foot facility in San Diego County where it has operated for more than twenty years. JCI is comprised of two divisions, commercial and waterfront. The commercial division is a miscellaneous metals contractor providing aluminum, stainless steel and steel miscellaneous metals including incidental structural steel products to the municipal water industry for both fresh and waste water facilities. The waterfront division is a full service habitability contractor specializing in conversion, modernization and repair of ships and vessels.



www.jcimetalproducts.com

MENTORING SERVICES CASE STUDIES

JCI Metal Products

A New Way of Thinking

For the past four years, JCI Metal Products has been committed to growing the company dramatically. To accomplish this goal, the management team continually sought out business knowledge and expertise from as many sources as possible. In fact, JCI contracted with a number of consultants in various fields, but none of these engagements delivered on their expectations. So their quest for sound business advice continued.

Finally, an executive from a financial services and consulting group pointed JCI to Chairmen's RoundTable, a diverse group of seasoned executives who offer free strategic counsel to growing businesses.

Sometimes It's Just the Questions

JCI found every meeting with their CRT mentors gratifying. “Our goal was to grow the business, so we were seeking experienced insight and counsel on all aspects of establishing and running a larger operation,” said Lorey Topham, CEO, JCI Metal Products. “Our CRT mentors have ‘been there, done that’, so they were deeply familiar with the challenges – and opportunities – we face. Their questions alone were enough to help us develop an understanding of how to move forward.”

“While CRT made many concrete recommendations for JCI, we found that the most important benefit was developing a new way of thinking about our business,” continued Topham. “Instead of simply coming in and telling us what to do, they showed us how to think through the issues and arrive at our own conclusions. This skill will prove invaluable to us in the long run.”

Wrestling Alligators

One of the primary outcomes of the CRT engagement was a spreadsheet that highlights key financial metrics, indicating the overall health of the business “Simple concepts escape you

Strengthening SAN DIEGO, One Company at a Time

About Chairmen's RoundTable

The Chairmen's RoundTable is a non-profit volunteer organization comprised of successful Chief Executive Officers with diverse industry backgrounds who provide businesses in San Diego County advice on how to manage and grow their businesses through a well-defined mentoring program. CRT members provide this service free of charge to qualified area businesses as a way of giving back to the community.

www.chairmensroundtable.com

when you're wrestling the alligators," said Topham. "CRT gave us a straightforward tool that produces powerful insights and helps us keep on track. They enabled us to identify the key metrics we need to follow, gave us a practical way to pull disparate data together so that it has meaning, and then showed us how to use this information to monitor our operations. Truth be told, we have received more value out of this single recommendation from CRT than our other consulting engagements combined."

Taking It Where It Needs to Go

JCI's key challenges included the often-difficult transition to a larger business, as well as defining an exit strategy for principals. CRT submitted its final report to JCI in August 2002. Since that time, JCI has implemented many of the recommendations that CRT provided in both of these areas. "We feel more confident in our business processes now than ever before, and are building a clear growth path," said Topham. "At the same time, we recognize that our exit needs are greater than our current operation can provide. In short, we know we need a different approach. With the tools and knowledge CRT has shared, we're ready to take our business where it needs to go."

Key Challenges:	Recommendations:	Results:
<ul style="list-style-type: none"> • Making transition to larger business operations • Defining an exit strategy for principals 	<ul style="list-style-type: none"> • Set goals and track results of specific financial metrics • Control costs • Grow the company in order to meet exit strategy objectives 	<ul style="list-style-type: none"> • Developed a practical tool that covers all key financial metrics • Utilized CRT's views and recommendations to prepare operational budget for the next 12 months • Looking farther into the future to plan for specific results – including sources of revenue