

Case Example | Organic Growth on top of Buy-and-Build

Humatica helped a mid-market MBO to get significant organic sales growth on top of numerous buy-and-build acquisitions they had done.

BACKGROUND & CONTEXT

- Globally active paint and dye-stuffs company with operations in Asia, Europe, North & South America
- 5 acquisitions in 4 years – product-line and geographic extensions
- Large number of different products, processes and legacy IT systems
- No organic sales growth on top of acquisitions in four years prior to the Humatica project
- Post-merger integration not incomplete

MEASURES

- Adopted a new global product manager organization and role to coordinate cross-selling and development of different products in different geographies
- Complete upgrade of entire marketing presence to show single firm to the customer and consolidate diverse efforts
- Rationalization of different SAP systems and product numbers to facilitate exchange
- New hiring criteria to focus on international / English capabilities
- Numerous other measures in roadmap....

RESULTS

- Significant organic sales growth realized
- 16% y-o-y sales growth achieved two years after project
- Record EBIT achieved

HUMATICA APPROACH

- Organizational performance and behavioral benchmarking using a proprietary methodology
- Approximately two months required from start until finalized roadmap of specific changes agreed with the extended, global management team
- Benchmark core human processes against best practices
- Management workshops to agree on priorities, make decisions
- Define roadmap of changes to improve performance of the organization

