



“Talk to CRT if you want advice from over-qualified, unbiased people. But be willing to listen. If you’re not going to listen, don’t waste your time. I know it sounds too good to be true, but I’m here to tell you that I couldn’t have hand picked better mentors. They were generous with their time and expected nothing in return for their valuable insights.”

- Ted Fogliani, CEO
Outsource Manufacturing

Company Profile

Outsource Manufacturing, Inc. is a San Diego-based turnkey and contract manufacturing company. For more than 10 years, Outsource Manufacturing has supported the OEM market with unparalleled outsource manufacturing services and materials logistics. With one of Southern California's largest SMT assembly capacity, Outsource Manufacturing can meet high volume requirements at a cost structure that also competitively supports low to medium volume including prototype builds. Today, a growing number of OEMs value Outsource Manufacturing's reliable, on-time deliveries and utilize its services as a cost-effective resource for their manufacturing requirements.



www.outsourcemanufacturing.com

MENTORING SERVICES CASE STUDIES

Outsource Manufacturing, Inc.

Assembling a Better Business

By most measures, the founders of Outsource Manufacturing, Inc. had built a successful company. They had money in the bank and a very profitable operation. But like every company, Outsource Manufacturing had an area of vulnerability – a significant percentage of their revenue was from just a few customers. Outsource Manufacturing realized that they needed expand their customer base – and they knew this effort would require much more than just ramping up sales.

Too Good to be True

They began by investigating a number of consultants who might provide the company with outside insights. “We weren’t convinced that any of the people we met with would be able to provide the guidance we were seeking,” said Ted Fogliani, CEO, Outsource Manufacturing. “And for the fees they wanted to charge, we had to be sure we would get a solid return on our investment.”

A banker and Chairmen’s RoundTable (CRT) sponsor suggested that Outsource Manufacturing consider working with CRT, a diverse group of seasoned executives who offer free strategic counsel to growing businesses. “I was impressed with the program, but one of my board members expressed concern,” said Fogliani. “Since it was a free service, he wondered whether it could possibly provide the quality of coaching we needed. It just seemed too good to be true.”

Better Than Good

The relationship with CRT ended up being better than Outsource Manufacturing could have ever expected. “Surprisingly, the fact that there is no compensation involved actually improves the dynamics of the relationship,” said Fogliani. “Unlike a consultant who has fees on the line, CRT mentors can be brutally honest. They have nothing to lose. At the same time, if I choose to end the relationship, I haven’t lost anything material. Knowing this made me even more committed

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

to the process. Both parties were there because we wanted to be.”

Focus, Focus, Focus

CRT helped Outsource Manufacturing focus its marketing and sales efforts. First, the company changed its name to more closely reflect the business. Following that, the company completed a market study and competitive analysis to refine market positioning; profiled its ideal customers and concentrated sales efforts on those targets and clarified its messaging. These efforts led the company to close down its components business and focus on its core competency – manufacturing.

“Our focus is why we’re still in business and many of our competitors are not,” said Fogliani. “We took advantage of everything CRT taught us. We soaked it up like sponges. Now we’re implementing. We know it’s up to us to make it work.”

Key Challenges:	Recommendations:	Results:
<ul style="list-style-type: none"> • Lacked clarity in market positioning and messaging • Needed to increase sales • Few customers comprised a significant portion of accounts receivable 	<ul style="list-style-type: none"> • Change name from Meta IV to one that had more meaning to the marketplace • Conduct a market study and competitive analysis • Consider dropping components business to focus operations and messaging • Profile ideal customers and look at sales strategy for reaching those targets 	<ul style="list-style-type: none"> • Changed name to Outsource Manufacturing, Inc. • Completed a market study and competitive analysis, and refined market positioning • Dropped components business • Concentrated sales efforts on specific targets and hired senior manufacturing executive so that CEO could focus on sales