

# SAMPLE ENGAGEMENT & RESULTS (Research)

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**Situation:** Industry leading fan coil manufacturer needs to expand market focus to turn around losses and drive strategic plan growth objectives

**Engagement:** AMK completed the following:

- Market research to identify target vertical markets
- VOC to determine product development gaps and product positioning
- Go To Market strategy for entry/expansion into markets (tactical)
- Product development needs/priorities
- Created vertical market “playbook” (how to guide) for channel to target and growth sales in 2 markets
  - Sales training
  - Messaging, process and targeted marketing guide for products

**Schedule:** Inception to launch of playbook

- Market 1 (6 months), Market 2 (2 additional months)

## RESULT

- Year 1: 13%/YOY growth in sales
- Year 2: 15% growth/YOY in sales
- Continued sustained growth in both markets
- AMK supported turn around from \$36-68M over 5 years

# SAMPLE ENGAGEMENT & RESULTS (Research)

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**Situation:** Leading AHU manufacturer desired to expand their direct relationship with facility managers and design-build contractors. Searching for unmet needs to incorporate into an aftermarket-parts-service offering

**Engagement:** AMK completed the following:

- Evaluate the current parts/service market for AHU and ventilation products
- Review target vertical markets and document strongest opportunities for direct facility management relationship
- Interviewed 30-40 customers across owners and contractors to gauge need and receptivity to range of services and aftermarket parts
- Outlined business strategy to develop owner-direct business

**Schedule:** Inception to Presentation

- 3 months (multi-phase project)

## RESULT

- Launched new business model in 2018
- Early indicators showing fast adoption of new model
- Strong company reputation supporting disruption model

# SAMPLE ENGAGEMENT & RESULTS (Research & Marketing Support)

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**Situation:** Recently acquired specialty HVAC manufacturer (\$20M) focused on nuclear power market required identification of adjacent/new markets to drive growth. Core market was shrinking

**Engagement:** AMK completed the following:

- Market research to identify target adjacent/new markets
  - Year 1 research to find adjacent markets
  - Year 2 research to find new markets
- Go To Market strategy for entry/expansion into markets (tactical)
- Marketing support to drive entry to markets
  - Messaging, advertising, sales support to drive
  - Support introduction of strategic partnership in mobile medical market to drive sales.

**Schedule:**

## RESULT

- Year 1: Limited results
- Year 2-3: \$2M from new, adjacent and existing markets opportunities

# SAMPLE ENGAGEMENT & RESULTS (Product Strategy & Performance)

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**Situation:** A leader in the custom Air handling unit space had developed and launched an innovative DOAS unit. After some initial interest, sales of the new product halted, and the company leadership required expert assistance to understand and resolve the situation

**Engagement:** AMK completed the following:

- Analyze the drivers behind the sales failure, including:
  - Complete new Voice of Customer
  - Reconstruction of the business plan
  - Review of the “go-to-market” plan
  - Review of the distribution channel’s sales effectiveness
- Develop a new product strategy and business projections
- Define the process to re-launch the product successfully

**Schedule:** 6 months

## RESULT

- 2018: Product revisions/re-launch
- 2019: Significant improvement in sales performance

# SAMPLE ENGAGEMENT & RESULTS (Strategy)

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**Situation:** Leading systems manufacturer lags the industry in controls solutions and positioning. Leadership desires strategy to “leapfrog” competition

**Engagement:** AMK retained to

- Determine vertical market focus
- Clarify product/solution offering and positioning
- Plan and execute national VOC to test/validate product/solution offering
  - Across 4 target vertical markets
  - Included owner, engineer, DB contractor and contractor customers
  - Incorporated distributor feedback to determine channel barriers
- Strategy working session to incorporate input/changes into product plan and strategy

**Schedule:** Inception to completion (4 months)

## Result

- Addressed controls strategy gaps across product platforms
- Early entrant into IoT/Intelligent Systems arena
- Diagnostics drove service contract adoption and revenue
- Strategy aided success of other new product launches

# SAMPLE ENGAGEMENT & RESULTS (M&A)

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**Situation:** Divestiture of middle market HVAC manufacturing division of publicly traded diversified company

**Engagement:** AMK completed the following:

- Served on divestiture committee
- Supported preparation, presentation development of business sale prospectus
- Provided prospective buyer analysis support to senior leadership team through pre-qualification process
- Lead market positioning/strategy discussion with 6 perspective acquirers

**Schedule:** Invitation to closure

- 7 months

## RESULTS

- 6 prequalified purchasers
- 6 presentations within 45 days
- 4 offers
- 11x EBITDA