

JOBS—Success Stories

Martin's Chair Operations/ Succession Planning/Marketing

Martin's Chair is a family owned, high-end furniture manufacturer that has operated in Lancaster for 46 years. A local bank referred the Company to SEWN. Although the referring bank was not the primary lender the local bank felt SEWN would be able to provide critical assistance as the Company had been placed in the workout department with its prime lender. Off shore competition and the slowing of the housing market had cost the Company customers and it had a negative year in 2006.

SEWN met with John E. Martin Jr, the owner as well as his management team, to ascertain the strengths and weakness of its business resources and develop a going forward strategy. An estimating model was developed to more accurately recover manufacturing costs and forecast the profitability of its products. Management marketed its products through word of mouth and an outdated Web Site. SEWN, in cooperation with MANTEC, submitted a Trade Adjustment Grant Assistance Application to the Mid Atlantic Trade Adjustment Center for a marketing enhancement project.

The TAA grant was approved and involved the upgrade of the company's web site by an IT firm and the employment of a MANTEC marketing consultant. Through these efforts the Company

has found its sweet spot in custom designed furniture for institutions including museums, libraries and colleges, which are not as cost sensitive.

SEWN has provided the primary lender with a credible business plan which has improved the Company's relationship with the bank. SEWN has also helped the owner develop a succession plan.



Owners and Staff at Martin's Chair

Through SEWN's efforts it is hoped that Martin's Chair will be crafting its Windsor chairs and 18th Century reproduction furniture for many years to come.

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Henry Ross and Son Operations and Cost Management

MANTEC referred this 18-person counter top manufacturer located in Lancaster. The Company faced declining sales and profitability due to the housing construction slump and lack of focus

by family members. Its bank had placed Company in workout and accounts payable aging was becoming a problem. SEWN met with the family and management team and



The Staff at Henry Ross and Son

worked quickly to

develop an actionable plan to address weaknesses and return to profitability.

SEWN recommended the reduction of administration overhead, reengagement of family members in the sales and manufacturing aspects of the Company's products and compilation of a business plan to allay the concerns of its largest vendor and its lender.

Through the adoption a realistic cash flow model, curtailment of administrative expenses and the increased involvement by family

members, Henry Ross and Son have returned to profitability and addressed the concerns of its creditors.

Printing Company Operations and Cost Management

The Lender of a printing company in Lancaster County requested SEWN to evaluate this fifty-



person company and put together a business plan which would include an action plan demonstrating the sustainability of the business. SEWN met with the Company's management to analyze profitability of its product line, including a "go away" analysis. SEWN then developed production goals which the owner and management team accepted along with SEWN's other recommendations. The resulting plan also served to alleviate the lender's immediate concerns.

Metal Polishing/ Finishing Operations/ Cost Management/ Marketing

MANTEC referred a York County metal finishing/polishing business to SEWN prior to engaging a marketing consultant for the Company. SEWN met with the management of this 50 person operation to identify the management team's individual; strengths, weaknesses and existing responsibilities, products of the Company and opportunities for expansion of the business. The Company is debt free but it has a 95% sales concentration with one customer who is also the landlord. SEWN recommended that the President become more deeply engaged in marketing and delegate more of day to day to staff to accelerate its diversification effort.