

## The Effect of the Strategy Process at Philadelphia Mixing Solutions

For 50 years, Philadelphia Mixing Solutions designed and manufactured industrial mixing equipment for the chemical process industries and also for water and wastewater treatment plants in the United States. The company's products were sold by a network of independent sales representatives and its application engineers designed the mixers to suit specific plant requirements. The company was known for strong, durable equipment that performed well in the field.

Five years ago, Wind River Holdings engaged the management of Philadelphia Mixing Solutions in its strategy development process to review the business and to assess growth opportunities. After a detailed industry analysis and a fresh evaluation of the company and its competitors, they realized their world had changed in a permanent manner.

Through Wind River's facilitated strategy development process, the management team assessed all the

data, discussed and debated every option they conceived, and through several iterations, defined their competitive advantage and charted a course to specific market segments with opportunity for profitable growth.

Often the best strategic plans are dead on arrival because they are disconnected from the current operations of the company. A transition is required to re-shape capabilities. This can take several years. Wrenching changes in operating procedures and job skill requirements create turmoil as the transition occurs.

The newly configured Philadelphia Mixing Solutions has now posted record growth and profitability with several exciting areas of growth still ahead. The company added an array of repair and maintenance services, divided its sales force to focus on specific sectors, and refashioned its manufacturing operations into an efficient outsourcer that designs, assembles and ensures quality before delivery to customers.

Strong leadership is always necessary to effect successful change. Wind River's patient, experienced capital supported the effort while its strategy development process provided the framework for management to perform the analysis and build the consensus toward a sound growth plan. According to Philadelphia Mixing Solutions' CEO, Larry Heck, "The Wind River strategy process allows the true opportunities of a business to percolate from both the formal and informal leaders of an organization. The team goal setting and Wind River's participation in the process has both owner and portfolio staff aligned to short-, medium- and long-term steps and metrics of success."

Wind River Holdings has successfully applied its strategy development process to companies in manufacturing, financial services, franchising, consumer products and business services. We are actively looking for new investment opportunities.



### **Target Criteria:**

**Location:** U.S. based operations

**Size:** \$5-\$20 million EBITDA or \$30-\$150 million in enterprise value

### **Industry:**

- Light manufacturing and assembly: consumer or industrial
- Business and consumer services
- Financial services

**Branding:** Branded products or services: consumer or industrial

**Investment:** Control position

### **For more information, please contact:**

David Proctor, Senior VP of Acquisitions at (610) 962-3780 or  
dproctor@windriverholdings.com

Wind River Holdings, L.P.  
Croton Road Corporate Center  
555 Croton Road, Suite 300  
King of Prussia, PA 19406  
Phone: 610-962-3770  
www.windriverholdings.com