

EXECUTIVE BRIEFING · FOR MANAGEMENT AND ADVISORY BOARD

DAY-1 PERFORMANCE REVIEW

BEISPIEL KUNSTSTOFFTECHNIK GMBH

COMPANY	Beispiel Kunststofftechnik GmbH (fictitious), Plant South, Baden-Württemberg. Plastic injection moulding, technical parts for automotive and industrial customers. Revenue €48.0m, 280 FTE, 42 injection moulding machines
SCOPE	Day-1 360° Performance Review: 7 analysis areas, 52 checkpoints, benchmark profile plastics processing (standard), wage level Germany
ON-SITE DAY	22 Sep 2026 (one day on site, results briefing at the end of the same day)
INTERVIEWS	Managing Director, Head of Finance & Commercial, Plant Manager
TEAM	Forge & Seam: D. Vogel, A. Buhl

40 / 100

SUBSTANTIAL
NEED FOR ACTION

A sound business with clear levers. Set-up times, raw material purchasing without index linking and overly generous discounting cost the largest share of the margin. Four of the seven areas are rated red. The EBIT potential sits at the top end of the Day-1 ranges and can largely be addressed without capital expenditure.

EBIT TODAY €1.65m 3.4 % of revenue	EBIT POTENTIAL P.A. €1.8–5.1m margin up to 14.0 %	CASH RELEASE €1.3–3.9m one-off, working capital	AREAS RATED RED ● 4 of 7 9 of 31 checkpoints red
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THE THREE KEY FINDINGS

- 1

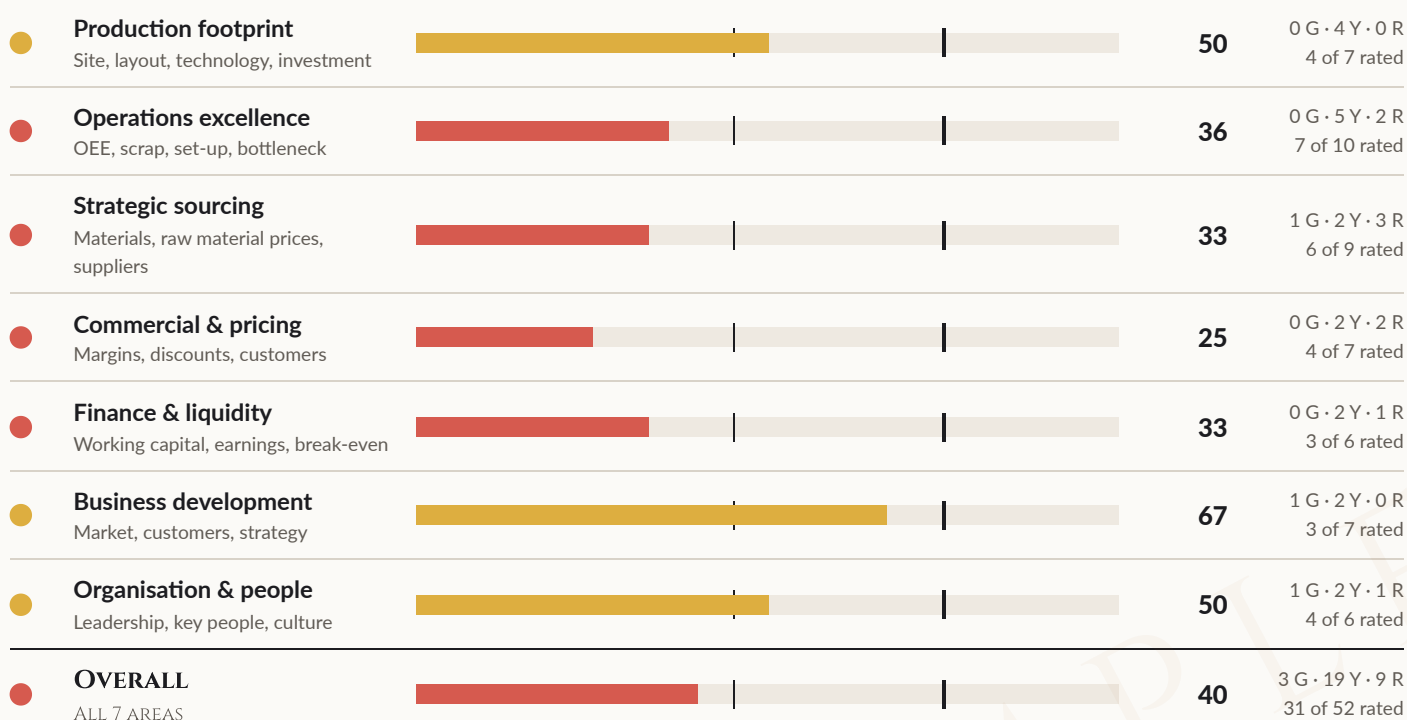
Set-up and bottleneck: Average set-up time is 75 minutes with no SMED standard. The two 350 t machines run at over 95 % and already need weekend shifts. Every hour of set-up saved there is directly sellable capacity.
- 2

Raw material purchasing: PA6 GF30 and PP make up 70 % of the purchasing volume. Purchase prices are 6.5 % above the market index because framework contracts have no index linking and were last negotiated in 2024.
- 3

Pricing discipline: Average discount of 11 %, granted by field sales without approval limits. Together with unbilled freight and tool modifications (2.5 % of revenue), this is the fastest lever on the margin.

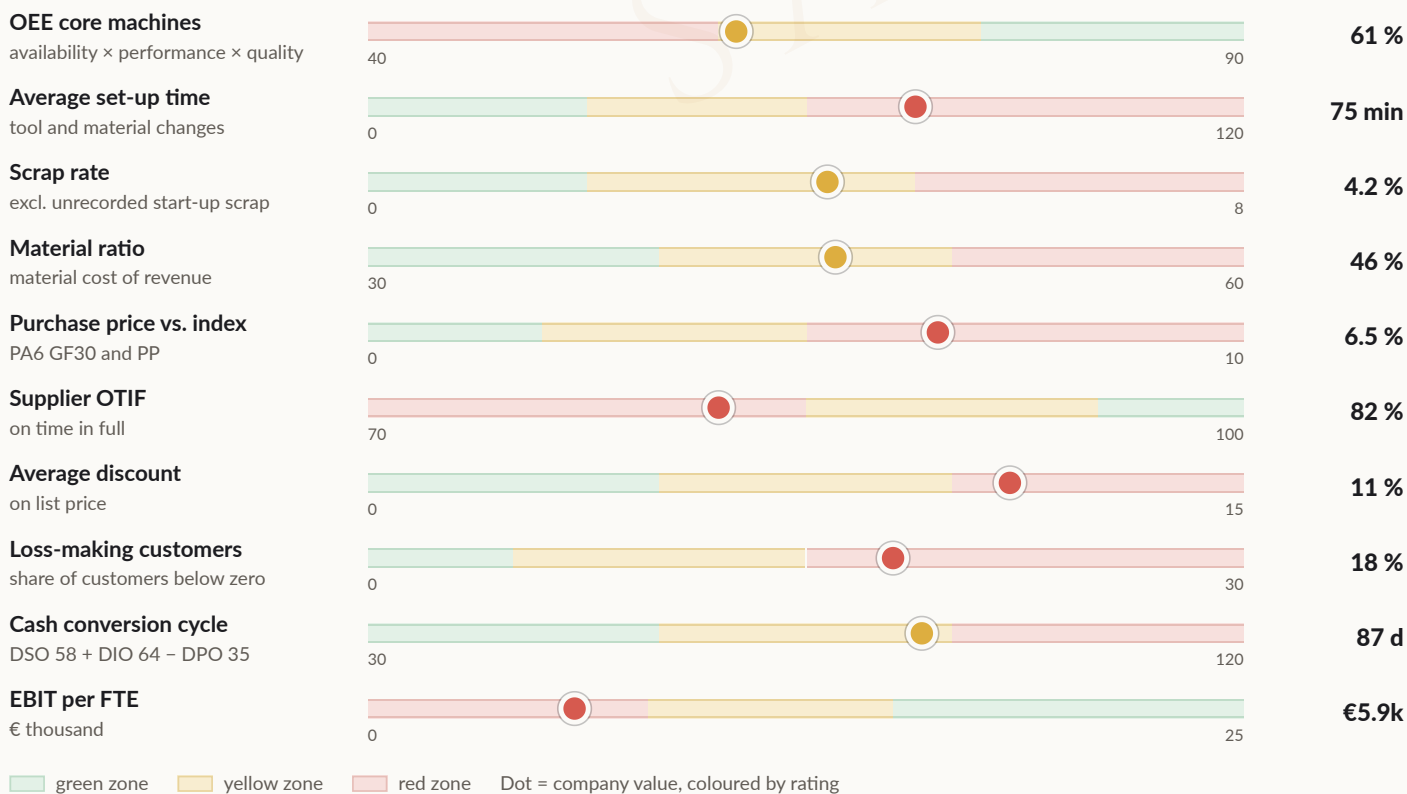
1 RESULT BY ANALYSIS AREA

Score per area: green = 100, yellow = 50, red = 0 points, averaged over the rated checkpoints. Lines at 45 and 75: below 45 red, from 75 green.



2 KEY METRICS AGAINST BENCHMARK

Benchmark profile plastics processing (standard), Germany. Zones show the red, yellow and green thresholds used in the Day-1 tool. Values in this sample are illustrative.



3 FINDINGS BY AREA

All checkpoints rated on the on-site day, with metric, threshold and observation. Checkpoints not yet rated are covered in the follow-up.

PRODUCTION FOOTPRINTScore 50 · yellow

● Strategy & business case	– qualitative	No current business case for site development; capacity planning only in the plant manager's spreadsheet.
● Factory planning & layout	– qualitative	Material flow in Hall 2 crosses itself twice; WIP buffer ahead of assembly takes up approx. 400 m².
● Technology & automation	35 % automation · green ≥ 60 % · red < 30 %	Parts removal mostly manual; handling units on only 6 of 42 machines.
● Investment planning & ROI	4 years avg. payback · green ≤ 3 · red > 5	Investment requests without a consistent ROI logic.

OPERATIONS EXCELLENCEScore 36 · red

● OEE	61 % green ≥ 75 % · red < 60 %	Largest losses from set-ups and material changes, followed by tool faults.
● Scrap	4.2 % green ≤ 2 % · red > 5 %	Start-up scrap after tool changes is not recorded.
● Rework	2.1 % green ≤ 1 % · red > 3 %	No further observation.
● Set-up & changeover times	75 min green ≤ 30 · red > 60 min	No SMED standard, tools not preheated, time lost searching for peripherals.
● Bottlenecks & throughput	– qualitative	Two 350 t machines permanently above 95 % utilisation; weekend shifts.
● Staff & shift productivity	86 % performance level · green ≥ 95 % · red < 80 %	No further observation.
● Productivity per employee	€171k revenue/FTE · green ≥ €220k · red < €150k	No further observation.

STRATEGIC SOURCINGScore 33 · red

● Material cost structure	46 % material ratio · green ≤ 40 % · red > 50 %	PA6 GF30 and PP account for 70 % of the purchasing volume.
● Raw material benchmarks	+6.5 % vs. index · green ≤ 2 % · red > 5 %	Framework contracts without index linking; last negotiated in 2024.
● Supplier concentration	45 % top 3 share · green ≤ 50 % · red > 75 %	No further observation.
● Supplier on-time delivery (OTIF)	82 % green ≥ 95 % · red < 85 %	Two compounders with repeated late deliveries.
● Tooling cost	– qualitative	In-house toolmaking at capacity; external orders placed without a price benchmark.
● Best-cost-country sourcing	3 % LCC share · green ≥ 20 % · red < 5 %	No further observation.

3 FINDINGS BY AREA (CONTINUED)

COMMERCIAL & PRICING

Score 25 · red

● Contribution margins	28 % CM II · green ≥ 35 % · red < 25 %	No further observation.
● Price architecture & discounts	11 % avg. discount · green ≤ 5 % · red > 10 %	Field sales grants discounts without approval limits.
● Margin leakage	2.5 % of revenue · green ≤ 1 % · red > 3 %	Freight costs and tool modifications are not passed on.
● Customer profitability	18 % loss-making customers · green ≤ 5 % · red > 15 %	Small-batch customers below CM II.

FINANCE & LIQUIDITY

Score 33 · red

● Cash conversion cycle	87 days green ≤ 60 · red > 90 days	DSO 58, DIO 64, DPO 35 days.
● EBIT per employee	€5.9k green ≥ €15k · red < €8k	No further observation.
● Break-even analysis	12 % safety margin · green ≥ 20 % · red < 10 %	No further observation.

BUSINESS DEVELOPMENT

Score 67 · yellow

● SWOT analysis	– qualitative	Strong materials expertise; good customer loyalty with two Tier-1 customers.
● Target customer roadmap	58 % top 5 share · green ≤ 40 % · red > 60 %	High dependence on automotive.
● Short, medium and long-term strategy	– qualitative	No further observation.

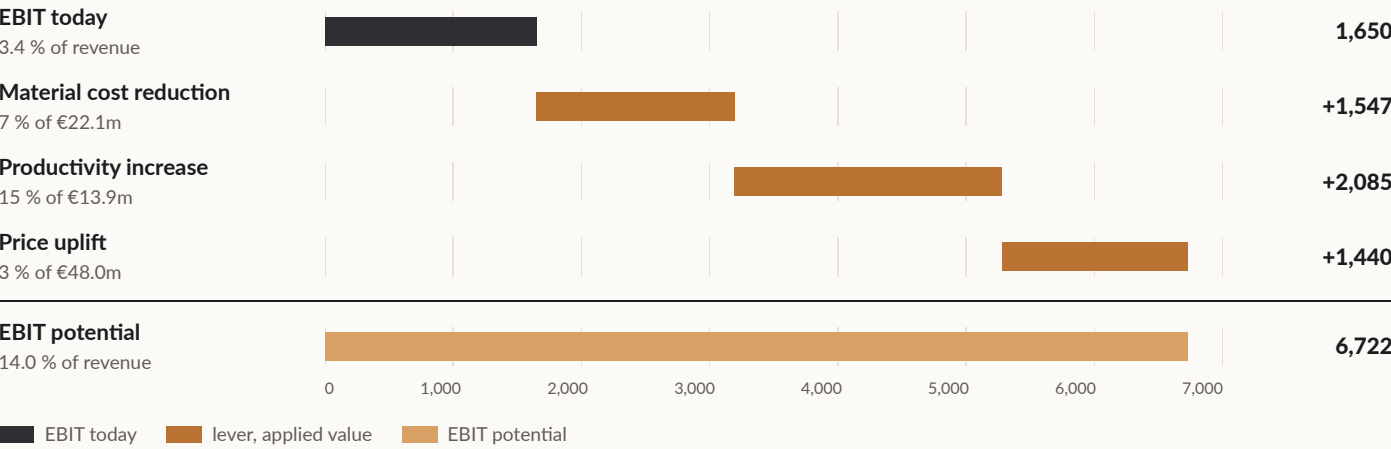
ORGANISATION & PEOPLE

Score 50 · yellow

● Organisation & span of control	– qualitative	No further observation.
● Key people & succession	– qualitative	Toolmaking know-how tied to two people, both over 60.
● Shopfloor management & KPI culture	– qualitative	Verbal shift handover, no daily KPI meeting.
● Sickness rate & turnover	7.4 % sickness · green ≤ 5 % · red > 8 %	No further observation.

4 EBIT POTENTIAL

EBIT bridge in € thousand per year. Bars show the value applied in this review; the Day-1 range per lever is listed in the table below. All three levers are set to the top of their range because the related areas are rated red.



LEVER	BASIS	DAY-1 RANGE	APPLIED	EFFECT P.A.	RANGE
Material cost reduction	Material cost €22.1m	3–7 %	7 %	€1,547k	€663–1,547k
Productivity increase	Personnel cost €13.9m	5–15 %	15 %	€2,085k	€695–2,085k
Price uplift	Revenue €48.0m	1–3 %	3 %	€1,440k	€480–1,440k
EBIT potential total				€5,072k	€1,838–5,072k

EBIT MARGIN

3.4 % → 14.0 %

today vs. with full potential (low end 7.3 %)

CASH RELEASE

€3.9m

30 days of working capital at €132k revenue per day; range 10–30 days, €1.3–3.9m. Cash conversion cycle today 87 days.

REVENUE PER FTE

€171k → €202k

+18 % as a result of the levers above, not additive

The potential is an indicative, benchmark-based estimate from one day on site. It is validated and phased in the implementation plan; the effects of the levers overlap in part.

5 ACTION PLAN

PRIO	ACTION	OWNER	HORIZON	EBIT EFFECT
A	Renegotiate PA6 GF30 and PP with index linking (plastics price index)	Purchasing	0–30 days	€620k
A	Introduce a discount approval matrix; discounts above 5 % only with MD approval	Head of Sales	0–30 days	€450k
A	SMED pilot on the bottleneck machine (350 t), including set-up standard and tool preheating	Plant Manager	0–30 days	€380k
B	Succession and knowledge transfer for toolmaking (tandem pairing, documentation)	MD / HR	30–90 days	–
B	Reprice loss-making small-batch customers or renegotiate their terms	Head of Sales	30–90 days	tbd
B	Supplier evaluation and escalation talks with the two compounders	Purchasing	30–90 days	tbd
C	Launch a best-cost-country sourcing wave for suitable commodity groups	Purchasing	> 90 days	tbd

Quick wins with Priority A total €1.45m EBIT per year and need no capital expenditure. Actions marked tbd are quantified in the implementation plan.

6 NEXT STEPS

- 1 **Align the results** with management and the advisory board (calendar week 40).
- 2 **Kick off the quick wins:** SMED pilot on the bottleneck machine and raw material renegotiation.
- 3 **Proposal** for 12 weeks of implementation support by Forge & Seam.

METHODOLOGY AND LIABILITY

Methodology. Data collected in one day on site through a plant walk, interviews with management, finance and the plant, and the company's documents and master data. Ratings are derived from metrics against the thresholds of the benchmark profile or set by the review team where no metric applies. The assessment is benchmark-based and indicative.

Benchmark profile. Plastics processing (standard). Thresholds for per-employee metrics are adjusted to the wage level of the site country (Germany = 100 %).

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