

\$583.8 million in new and retained sales  
\$127 million in new investments  
5,529 jobs created or retained

The IRC Network represents the seven private, non-profit Industrial Resource Centers located strategically throughout the Commonwealth. These Centers were established to help small- and medium-sized manufacturing enterprises (SMEs) respond to changing markets, new technology and the competitive pressures of today's global economy.

Working collaboratively, company by company, the Network's mission is to help the commonwealth's manufacturers envision where they want to be and assist them to achieve it.

The Centers strive to keep the manufacturing sector strong, help it grow by assisting manufacturers with improved bottom line strategies – productivity enhancement and waste elimination and with top line growth by supporting strategic initiatives - new and improved products, market differentiation and workforce development strategies.

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\* Impacts are based on clients receiving service in FY2010

*“Through the ET process with MRC, I have incorporated actions for our company’s long term growth. We now have a solid plan to get us there thanks to the assessments of our current situation and what is needed to get our company where we want to go. We are pleased with MRC’s assistance.”*

Jack Peters, President

### J.R. Peters Uses ET to Grow a More Agile Enterprise

J.R. Peters, Inc. is a custom manufacturer, designer, formulator and producer of fertilizer products for the horticulture, specialty agriculture and retail markets. Founded in 1947, the company employs 23 people at its facility in Allentown, Pennsylvania.

#### *Situation:*

J.R. Peters wanted to evaluate their enterprise to focus on growth opportunities and new market development. The company turned to the Manufacturers Resource Center (MRC), a NIST MEP network affiliate, for their expertise in Business Growth Services, cultural assessments and business and market development.

#### *Solution:*

MRC assembled a team of experts to engage in an Enterprise Transformation (ET) program for the business. The components included operational, market, and cultural assessments as well as an enterprise financial analysis. The transformation began with a discovery process and ended with the implementation of a developed strategic plan. The ET team evaluated five key areas of the business: cultural, finance, marketing, operations, and leadership. MRC established strategies and tactics to support the company’s vision, growth goals, and cultural transformation. The culture assessment revealed that management and staff were strong in analytics, but not speedy in action. During the evaluation of their financial position, an excessive inventory was uncovered. It was recommended that the inventory be reduced by 30 percent. In addition, a LIFO (Last In, First Out) inventory evaluation system was recommended to reduce their tax burden. Since J.R. Peters is competing against big companies, it was recommended in the competitive market analysis that the company should develop a more aggressive marketing program to provide line of sight to the consumer level. In addition, the development and introduction of a “green-organic” product was to be pursued. The market assessment uncovered a need for a green product. Currently these new product ideas are in various stages of testing, one product has launched commercially and another is in beta testing. In addition, visual dashboards were established to keep the company on track.

#### *Results:*

- \* Increased sales by \$300,000.
- \* Retained sales of \$200,000.
- \* Realized \$900,000 in cost savings.
- \* Invested \$10,000 in workforce development.

Increased sales by \$300,000