

### Situation:

United Conveyor Corporation (UCC) has been the leader in helping coal fired power plants manage coal ash and other materials for over a century. Given the decline of the coal power generation industry due to government regulation in favor of more environmentally friendly energy sources, UCC sought strategic guidance from JDR Growth Partners to ensure the long-term health of the company.

### Strategic Actions:

- Led development of an owner's vision statement, aligning owners, the board of directors and the senior leadership team on a path forward.
- Led the senior leadership team in the development of a 3-year strategic growth plan to achieve the owner's vision and goals. Although UCC was a very successful market leader in their core market, JDR helped UCC devise a focused strategic direction to expand beyond UCC's core business.
- Used a market-driven strategic planning process that encouraged leaders and difference-makers at all levels of the organization to step up. This led to heightened collaboration, alignment, innovation, and accountability.
- Helped UCC leverage its best-in-class engineering competencies to successfully pivot and expand beyond coal ash handling into high growth industries such as wastewater treatment and air quality control, and re-brand the company UCC Environmental.
- Introduced the leadership team to the JDR priority setting and resource allocation tool that focused precious resources where they generate the most economic value.
- Identified internal difference-makers for leadership development, coaching and advancement.
- Helped attract new talent to the senior leadership team and assisted in their on-boarding.

### Results:

- Ignited double-digit revenue and profit growth.
- The company was eventually sold to private equity for a price that exceeded ownership's expectations, and the new owners are now using UCC as a platform for bolt-on growth.
- JDR continued to work with the UCC team to scale the company and capitalize on its full potential.

*"We hired JDR Growth Partners after several false starts at a new strategy. We had been struggling to get alignment between management, our board of directors and company ownership despite several attempts to create a vision and solid strategy for the company. Jude used his immense credibility as a former CEO and experienced consultant to help us craft a simplified new direction over a series of work sessions. He engaged ownership as well as our board and leadership team to build innovative approaches to our significant market challenges. Although we are a very successful market leader in our core market, Jude helped us devise a focused strategic direction to expand beyond our core business. He coached us all and used his methodology to help us craft meaningful and measurable targets for the future and lead accountable execution of the plan. I would recommend him to any CEO or owner looking for help with strategy and/or leadership development and coaching, including helping owners simplify and clarify their vision."*

**- Andrew Warrington, President at UCC Environmental**