

CASE STUDY

From Outsourced Fabrication to In-House Manufacturing

A strategic transformation of an acquired pier company that drove growth, efficiency, and long-term value.



Revenue increased by **20% – 30%**



Gross margins went from **25%** to **55%**



Reduced customer SKU offering by **33%**



ABOUT THE CLIENT

A well-known branded pier company with a strong market presence and loyal customer base. After the acquisition, the new ownership team sought to bring manufacturing in-house to improve margins, control quality, and build long-term value.



THE CHALLENGE

The company had outsourced all fabrication to third parties. The product line lacked complete engineering documentation and quality standards, making it difficult to manufacture internally.

Reverse engineering and redesign were required—but customers were actively waiting for orders. The challenge was to build internal capability without disrupting fulfillment.



OUR APPROACH

- **Assess & Plan**
We evaluated inventory levels and demand to establish a runway that allowed reverse engineering while continuing to fulfill orders.
- **Reverse Engineer & Document**
We reverse engineered core products, created detailed drawings, and established quality standards to enable in-house manufacturing.
- **Build Internal Capability**
Once core products could be made internally, we expanded to reverse engineer accessories and support components.
- **Iterate & Improve**
We continually refined designs to improve manufacturability, maintain product quality, and preserve the customer experience.
- **Simplify the Product Line**
We analyzed the sales process and consolidated the product line, reducing SKUs to streamline quoting, inventory, and quick-ship orders.



THE RESULTS



Significant Revenue Growth

Revenue increased by 20%–30% compared to the previous ownership period.



Dramatically Improved Gross Margins

Gross margins increased from 25% to 55% through in-house manufacturing and improved product design.



In-House Manufacturing Capability

The company developed full ability to fabricate, assemble, and ship products in-house.



Streamlined Operations

Reduced the customer SKU offering by 33%, simplifying quoting, inventory management, and production.



Stronger Business Value

The transformation positioned the company for a profitable divestment.



KEY TAKEAWAY

A weighted, phased approach allowed us to keep customers satisfied while transforming the business from the inside out. By layering in changes over time that didn't impact the product's feel or quality, we created a more manufacturable, efficient, and profitable operation.



PROJECT DURATION
1 Year



CUSTOMER ENGAGEMENT
3 Years

CAPABILITIES UTILIZED

- Manufacturing Engineering
- Design Engineering
- Product Management

SERVICES DELIVERED

- Manufacturing Engineering
- Design Engineering
- Product Management



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