IPC LLC

The 30/60/90 Day Transformation Playbook

From Crisis to Confidence in 90 Days

The Problem

Every day without control costs you customers, cash, and credibility.

Stalled cash, slipping customers, missed EBITDA, and declining investor confidence are signs of an organization in distress. Waiting 6–12 months for results is not an option — businesses need impact in weeks, not years.

The Solution: The 30/60/90 Day Playbook

A proven roadmap executed in three focused phases:

• 30 Days – Stabilize: Protect cash, contain quality, recover customers.

• 60 Days – Recover: Restore flow, lift throughput, improve reliability.

• 90 Days – Sustain: Lock in EBITDA, governance, and future growth.

What the Playbook Delivers

The Playbook drives measurable results across the key levers of enterprise performance:

• Cash Visibility & Control – 13-week cash model and daily management cadence.

• Customer Recovery – Rapid stabilization of at-risk accounts.

• Supplier Stabilization – OTIF tracking and recovery plans with critical suppliers.

• Quality & Delivery – Containment, FPY improvements, and OTD restoration.

• Throughput & Capacity – Constraint mapping, Lean/SMED events, and flow recovery.

• Governance & Alignment – Daily huddles, dashboards, and monthly cadence to prevent drift.

"90 Days to measurable EBITDA impact and restored investor confidence."

The Role of Executive Management & Owners

The Playbook is designed to make Executives and Owners active participants — both in the Present State and the Future State.

Present State: Leaders drive immediate stabilization actions — protecting cash, making key customer calls, and enforcing supplier controls.

Future State: Leaders embed governance cadence, enforce pricing discipline, and champion cultural alignment so improvements stick. This ensures transformation is systemic, measurable, and investor-ready.

Why IPC LLC?

Led by Larry Ibbetson, IPC LLC brings decades of hands-on operational leadership and consulting expertise. We specialize in turnarounds and enterprise transformations across aerospace, med-tech, and industrial manufacturing.

The 30/60/90 Day Transformation Playbook is not theory — it is execution with measurable results. It restores stability, accelerates EBITDA, and positions businesses for sustainable growth.

Ready to transform your business in 90 days? Let's start.

Communications Strategy

Clear and consistent communication is essential to transformation. The Playbook establishes communication cadences that ensure alignment from the boardroom to the shop floor:

• Daily – 15-minute tiered huddles focused on Safety, Quality, Delivery, and Cash.

• Weekly – Executive summary report covering key KPIs, risks, and wins.

• Monthly – Strategic review with leadership and investors, focusing on progress, roadblocks, and next-phase priorities.

This structured approach keeps executives, employees, and investors engaged, and builds confidence in both the process and outcomes.

RealCI™ – Continuous Improvement That Sticks

RealCI™ is embedded into the Playbook as the sustainment engine. It transforms improvement from an initiative into a daily habit:

• Frontline-led improvement boards highlight issues and track fixes in real time.

• Leaders coach teams through small, daily improvements tied directly to KPIs.

• Improvements are captured, measured, and celebrated to build momentum.

By Day 90, RealCI™ ensures the organization has a living system that prevents backsliding and compounds improvements.

Success Cadence & Communications

Transformation success depends on consistent cadence. The Playbook integrates communication and success rhythms to build trust and alignment:

• Visual dashboards and scorecards show progress transparently.

• Success stories and quick wins are shared weekly to reinforce momentum.

• Executive sponsors communicate progress to customers, employees, and investors, reinforcing credibility.

Organizational Review of Roles & Responsibilities

A key part of transformation is ensuring the right people are in the right roles. The Playbook includes a structured organizational review:

• Map current roles and responsibilities across leadership, management, and frontline teams.

• Clarify ownership of each key performance area (cash, throughput, quality, customer recovery).

• Reassign or elevate responsibilities to close gaps and reduce overlaps.

• Establish accountability through dashboards, huddles, and leadership reviews.

This review ensures clarity, accountability, and alignment — enabling the organization to execute the Playbook effectively.

Continuous Improvement (CI) Engine — How We Make Gains Stick

CI is no longer a project with posters. In this Playbook it is a daily, scoreboard-driven habit that compounds results.

What changes on Day 1:

• Visible CI Boards at the constraint and key cells (issues, owner, next action, due date, status).

• One improvement per team per week (time-boxed Micro-Quests) tied directly to Safety, Quality, Delivery, or Cost KPIs.

• Leaders coach on the floor: 30-minute weekly Gemba circuits with a simple set of questions ('What's blocking flow today?').

• Before/After validation: every improvement logs expected vs actual impact and is reflected in the KPI trend charts.

By Day 90, CI is installed as a routine: problems surface early, fixes are fast, and performance does not slide back.

Tangible Outcomes & KPI Targets (Your Investment at Work)

The following targets are typical for mid-market manufacturers. Edit baselines to your reality; this table becomes the heartbeat of executive reviews.

KPI	Baseline	Day 30	Day 60	Day 90	Owner / Tool
On-Time Delivery (OTD %)	62%	75%	85%	≥90%	Ops — Huddle Board & Constraint Map
First Pass Yield (FPY %)	83%	88%	92%	≥95%	Quality — FPY Dashboard & Containment Plan
Scrap / Rework (% of COGS)	6.5%	5.0%	4.0%	≤3.5%	Quality — Pareto & Micro-Quests
Throughput (Units/Day @ Constraint)	100	110	120	130+	Ops — SMED & Staffing Rebalance
Expedite Freight ($/wk)	$45k	$30k	$20k	≤$10k	Ops — Approval Matrix & Plan-to-Ship
Cash Conversion Cycle (days)	78	72	66	≤60	Finance — 13-Week Cash + DSO/DPO/Turns
DSO (days)	64	58	52	≤48	AR — Collections Cadence
Inventory Turns (x)	3.2	3.4	3.8	≥4.2	Supply Chain — WIP Compression & Right-Sizing
EBITDA Uplift (quarterly)	$0	$250k	$900k	$1.8M+	CFO — Pricing & Mix + Cost Takeout

ROI & Value Case — 90-Day Example

This illustrative bridge shows how improvements convert to financial results. Replace numbers with your actuals.

• Freight expedites reduced from $45k/wk to $10k/wk → **+$140k/quarter**

• Scrap/rework down 3 pts of COGS on $20M run-rate → **+$150k/quarter**

• Throughput +30% at constraint, enabling mix shift (no extra headcount) → **+$800k/quarter**

• Pricing/mix actions +1.5 pts of GM on $5M/quarter → **+$75k/quarter**

• Working capital release (inventory & AR) → **+$350k cash** and lower interest

Illustrative EBITDA uplift: **+$1.17M per quarter** with improved cash headroom.

IPC Novel Concepts You Get (Built Into the Playbook)

• Growth Flywheel: A simple loop that turns early wins (cash, quality, delivery) into momentum that compounds into pricing power and valuation.

• Green Line (Liquidity Headroom): A single guardrail line watched daily: Ending Cash + Availability – Covenant. Never go below zero.

• Value Creation Heatmap: A one-page grid that shows where ROI is created by workstream and which actions drive the biggest lift.

• Confidence Index (Exec/Investor): A visible score driven by cadence health, delivery promises kept, and KPI trends — used in monthly reviews.

• Signal-to-Action Loop: From data → signals → actions on the floor (Micro-Quests) → verified results on the scoreboard.

• Customer Renewal Engine: A cadence for at-risk accounts: promise dates, recovery calls, and proof of improvement to protect revenue.

Success Cadence & Communications (Executive-Grade Proof)

• Daily 7-7-7: by 7am cash headroom posted; 7 issues escalated at tiered huddles; by 7pm wins shared to leadership.

• Weekly Proof Pack: KPI trends, value bridge, top 3 risks/decisions; 5 slides max.

• Monthly Board/PE Review: before/after metrics, heatmap, and next-30 focus with owner names.

Organizational Roles & Responsibilities — RACI Snapshot

Clarify accountability for the levers that move results. Use this template and add names.

Workstream	**R**esponsible	**A**ccountable	**C**onsulted	**I**nformed	Primary Tool
Cash & Liquidity					13-Week Cash + Disbursement Calendar
Customer Recovery					Recovery Tracker & Calls
Constraint/Throughput					Constraint Map + Huddle Board
Quality/FPY					FPY Dashboard + Containment
Supplier OTIF					Supplier Stabilization Tracker
Pricing & Mix					Pricing Uplift Model
Governance					Cadence Calendar